DOCUMENT RESUME

ED 280 951 CE 046 714

TITLE	Employment Training Panel Report to the Legislature.
INSTITUTION	California State Employment Training Panel, Sacramento.
PUB DATE	Nov 86
NOTE	88p.; For a related document, see CE 046 715.
PUB TYPE	Reports - Descriptive (141)
EDRS PRICE	MF01 Plus Postage. PC Not Available from EDRS.
DESCRIPTORS	Employment Level; Employment Patterns; *Employment Programs; *Job Training; *Outcomes of Education; Postsecondary Education; *Program Effectiveness; *Retraining; Salary Wage Differentials; *Unemployment
IDENTIFIERS	California

ABSTRACT

The Employment Training Panel consists of seven representatives of business and labor who were appointed by the Governor of California and the state's legislature to administer funds transferred from the state unemployment insurance fund for job training. The panel is authorized to contract with employers and schools to conduct training that puts the unemployed back to work or that prevents unemployment from occurring in the first place. About half of the funds were allocated for persons who were still employed but likely to be laid off without retraining. The average trainee was a 32-year-old male who was married and had at least one child. Slightly more than one-half were white, 79 percent were male, and 50 percent had completed high school but had not attended college. The first long-term followup study of completers of three Employment Training Panel programs indicated that program completers experienced significant wage gains and drops in unemployment. To date, the training panel has sponsored a total of 359 projects that provided an average of 370 hours of training at a per-trainee cost of $2,444. A total of 30,042 enrollees have been served, with 16,559 completers being hired and 12,410 retaining employment for at least 90 days. Average posttraining pay was $7.94 per hour. (The report includes brief descriptions of the panel's training project contracts, and information on funds encumbered and authorized for encumbrance in fiscal year 1986-1987 and approved contract amounts by month for the period between July 1985 through October 1986.) (MN)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED280951

Employment Training Panel

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

☐ This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.

"PERMISSION TO REPRODUCE THIS MATERIAL IN MICROFICHE ONLY HAS BEEN GRANTED BY

Employment Training Panel

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

CE046714

George Deukmejian, Governor

EMPLOYMENT TRAINING PANEL

REPORT TO THE LEGISLATURE

November 1986

State of California

GOVERNOR'S OFFICE
SACRAMENTO, CA 95814

GEORGE DEUKMEJIAN
GOVERNOR

TELEPHONE
(916) 445-2841

December 12, 1986

If California is to maintain its competitive edge in the world economy, we must support effective education and training systems for our citizens.

Working men and women, as well as young people entering the work place for the first time, require training to keep their jobs and to keep California's economy strong. The Employment Training Panel plays a vital role in this critical training field.

During the last four years, the Panel has assembled an impressive record. They have helped thousands of Californians find security of employment in a dynamic economy and have assisted thousands of businesses in training that helps to make California more prosperous.

Unique to the nation, the Panel has adopted a practical, common sense approach to job training and economic development. This informative report showcases its fine accomplishments over the past year.

Most cordially,

George Deukmejian

George Deukmejian

Employment Training Panel

Retraining and Economic Development for California

George Deukmejian
Governor

Robert C. Thierry
Chairman

Elinor Glenn
Vice Chair

Jeffrey Greendorfer
Member

Judi Martin
Member

Robert Munoz
Member

James Quillin
Member

Pat Williams
Member

Steve Duscha
Executive Director

To the California State Legislature:

The Employment Training Panel is proud to present this report describing its activities during the past year.

I would direct your particular attention to chapter three which reprints an independent research report on the Panel that compared earnings and unemployment histories for Panel trainees for the year before training with the year after training. The report found that after training average wages increased 55 percent and unemployment decreased 63 percent.

Furthermore, the report found that for an investment through the Employment Training Panel of only $3.9 million, the state will realize an economic return of $34.6 million in additional spending in the California economy.

The Panel is unique in the nation in its responsibilities to workers and to business to support training that increases productivity for the economy, promotes employment security for workers and their families and provides business the skilled workers California needs to succeed in today's tough, global competition.

We welcome your suggestions and your comments.

Sincerely,

Robert C. Thierry
Chairman

Main Office • MIC 64 • P.O. Box 942880 • Sacramento, CA 94280-0001 • (916) 324-3815
Regional Office • 1525 South Broadway, Room 221 • Los Angeles, CA 90015 • (213) 744-2037
Regional Office • 177 Bovet Road, Suite 180 • San Mateo, CA 94402 • (415) 570-5828

CONTENTS

CHAPTER ONE *Introduction* 1

CHAPTER TWO *Fiscal Year 1985-86 Statistical Summary* 3

Table II-A: Expenditure History 6
Table II-B: Comparison of Completed and Active Projects 7
Table II-C: Completed Projects 1985-86 8
Table II-D: Type of Training Selected Projects 19
Table II-E: Activity by Training Contractor Selected Projects. 20
Table II-F: Training by Industry 21
Table II-G: Training by Occupation 24
Table II-H: Age Information 25
Table II-I: Educational Information 25
Table II-J: Marital Status 26
Table II-K: Family Size 26
Table II-L: Ethnic Groups 27
Table II-M: Small Business Report 27

CHAPTER THREE *Research Report* 28

Table 1: Average Amount of Unemployment and Earnings Before and After Training 29
Table 2: Total UI Payments and Total Earnings Before and After Training for All Participants 30
Table 3: Economic Impact of Increased Earnings on the State Economy 31
Table 4: Average Annual Earnings Before and After ETP Training by Industry of Participating Employer 32
Table 5: Average Annual Amount of Unemployment Before and After ETP Training, by Industry of Participating Employer (Weeks UI) 33
Table 6: Average Annual Amount of Unemployment Before and After ETP Training, by Industry of Participating Employer (Amount UI) 34
Table 7: Average Annual Earnings Before and After ETP Training by Eligibility Category 35
Table 8: Average Annual Amount of Unemployment Before and After Training, by Eligibility Category 36
Appendix A: Earnings, and Employment Before and After Training, by Project 38

CHAPTER FOUR *Project Descriptions* 42

Contracts Completed 1985-86 42
Contracts Not Completed During the Year (1985-86) 51
Contracts Terminated Prior to Completion 65

CHAPTER FIVE *Review of Key Issues* 67

Table V-A: Funds Encumbered and Funds Authorized For Encumbrance - Fiscal Year 1986-87 71
Table V-B: Approved Contract Amounts by Month July 1985 Through October 1986 73

CHAPTER ONE

The strength of California's economy is intertwined with the well-being of its workers, which in turn is intertwined with the strength, profitability and competitiveness of its business enterprises. The California Employment Training Panel supports job training that strengthens both strands of the economy, by preventing unemployment, putting people back to work who are already unemployed, and providing business with the skilled work force it needs to increase productivity and improve competitiveness.

The Panel focuses on the economic realities that today face workers, business, and society as a whole. Its goals are economic: the good jobs at good wages workers need to support themselves and their families, and a productive, skilled workforce that bolsters the competitiveness and the profits of business.

For workers, the Panel's statutory goal is training that results in a good job at a decent wage with long term job security.

For business, the Panel's statutory goal is to tip the balance toward training that helps create a labor force with the skills needed to insure long-term employment, prevent layoffs and make business more productive and competitive. In addition to retraining those who already have been laid off, the Panel has the authority to train persons who are employed but who need new skills to keep their jobs.

The Panel encourages firms to invest in their employees, and to provide support and incentives to employers who recognize that America can not compete in a world economy with dollar-a-day labor or cheap natural resources but <u>will</u> compete with quality training and education to make America's work force the smartest and most productive in the world.

The Employment Training Panel is composed of seven business and labor people appointed by the governor and the leaders of the legislature to administer funds transferred from the state unemployment insurance fund for job training. The members of the Panel are:

Robert C. Thierry, Chairman

Elinor Glenn, Vice Chair

Jeffrey Greendorfer, Member

Judi Martin, Member

Robert Munoz, Member

James Quillin, Member

Pat Williams, Member

The Panel is authorized to contract with employers and schools to conduct training that puts the unemployed back to work or which prevents unemployment from occurring in the first place.

Because the funds administered by the Panel come from the unemployment insurance system, trainees must be unemployed and either receiving unemployment insurance benefits or have exhausted their benefits in the last year. Or trainees can be employed, but must be likely to be displaced and claiming unemployment insurance because of overall reductions in employment within a firm, closure of an office or a plant, or substantial changes in the job duties they must perform in order to remain on the payroll.

Employers and unions, if there is a collective bargaining agreement, control the training program. They decide who will be trained and how the training will be conducted, whether in a classroom, on the job or in a laboratory setting. They decide who will conduct the training, and they are free to select any public or private school, a consultant, union trainers, or the firm's own training department.

To keep the focus on the job at the end of the training, the statute under which the Panel operates provides that no funds are earned until and unless training is completed, the trainee is hired in the job for which he or she was trained, and then is retained on that job for at least 90 days.

In November 1986 the first long term followup study of the Panel was completed. The study compared wages earned and unemployment experience for trainees for the year prior to training with the year after training. The study found that wages increased 55 percent after training and unemployment decreased 63 percent in the same period. The study was based on state payroll tax records and unemployment insurance records.

This report describes the activities of the Panel during the 1985-86 fiscal year as well as significant issues facing the Panel.

Chapter two is a statistical summary of the 1985-86 fiscal year.

Chapter three is the research report on the first long-term followup study of Panel trainees.

Chapter four describes each Panel training project.

Chapter five is a review of key issues facing the Panel.

This report to the legislature has been prepared to meet the requirements of Section 10205(f) of the Unemployment Insurance Code.

CHAPTER TWO

This chapter includes a statistical summary of the Panel program through the 1985-86 fiscal year.

Table II-A shows the expenditure history of the Panel from 1983 through the first four months of the 1986-87 fiscal year. The table shows funds available for allocation by the Panel by fiscal year, amounts spent on administrative activities by the Panel and by the Employment Development Department to collect the Employment Training Tax. The table also shows, by fiscal year, the amount actually encumbered in training projects and the amounts subsequently disencumbered as training contracts concluded without training the total number of persons planned, or as those contracts were amended to reduce planned amounts. The table also shows planned income and expenditures for the 1986-87 fiscal year, including actual encumbrances and funds authorized for encumbrance by the Panel through the approval of training project outlines through November 1, 1986.

Table II-B describes characteristics of projects completed during the 1984-85 and 1985-86 fiscal years, and includes the same information for active projects still in operation and for all projects. Data on the number of persons enrolled, dropped, completed training and hired reflect reports by contractors. Data on persons employed 90 days after the end of training have been confirmed by Panel staff for all contracts for which final billing has been received and processed. For other contracts the number employed 90 days may be based on reports from contractors as well as data verified by the Panel. The wages reported following training generally represent the minimum required in contracts for payments to be made. Followup surveys show that these wages actually are substantially higher than these listed minimums.

Table II-C lists all training contracts completed during the 1985-86 fiscal year. All projects carried out under master contracts are included if the master contract concluded within the fiscal year. The chart shows that 83 percent of those who completed training and were ready and available for work went to work, in a job directly related to their training, for a for-profit employer at the wage provided in the contract, and remained in that job for at least 90 days. Many of the rest went to work, but at jobs with non-profit organizations or governmental entities ineligible for Panel training, or in jobs unrelated to training, or in jobs paying wages less than specified in each contract.

Table II-D shows that about half of the training funds were allocated to training for persons who are employed, but are likely to be laid off without retraining; the remainder of the training projects are for persons who are unemployed, or are for a combination of employed and potentially displaced persons.

Table II-E shows that more than half of all projects, but less than half of the planned expenditures and planned hires, are in projects with training agencies acting as contractors. The remainder are in projects with employers as the contractor.

Table II-F shows how Panel funds have been allocated by industry. The table shows a breakdown by industry for all projects and the percentage of allocations and planned trainees by standard industrial code. For comparison purposes, the table shows percentages of allocation and number of trainees for all projects as of June 30, 1985, and June 30, 1986. The comparison data shows a decline in training in manufacturing and an increase in retail trade and finance, insurance, and real estate.

Table II-G shows training allocations by occupation, including comparison data similar to that in Table II-F. This table shows an increase in training in clerical and sales jobs and a decrease in the percentage of traditional manufacturing occupations.

Tables II-H through II-L show demographic information for a group of Panel trainees. The information is listed for the same trainees studied in the report included in chapter three.

The average trainee in the survey group is a 32 year-old male, married with one or more children. Slightly more than half of the trainees are white and the rest are members of minority groups. Seventy-nine percent of the trainees are male and twenty-one percent are female. Twenty percent of the trainees dropped out of school prior to completing high school. Fifty percent have a high school diploma, but no college education. The remaining thirty percent have some college education.

Table II-M shows the distribution of Panel trainees by size of business where they work following training. The information is listed for the trainees studied in the report included in chapter three.

The Panel has a responsibility to serve all sizes of business that pay the Employment Training tax, from the largest to the smallest.

Reliable data on the Panel's performance with respect to serving all sizes of business has been lacking until recently. Estimates have been made based upon employers included in contract plans and incomplete information about the size of those employers. However, with the assistance of the Employment Development Department, the Panel obtained data on the size of employers who participated in the first training projects that completed operations through June 30, 1985. The data demonstrate that the Panel is serving a substantial number of small businesses along with larger businesses.

There is little agreement on the definition of a small business. Table II-M describes the findings using various definitions. The table shows the percentage of Panel trainees in the training projects who went to work in each of six categories of business, from those with less than 50 employees to businesses with more than 1,000 employees.

The table also shows the percentage of total California employment by size of business and average wages paid by size of business in the state. Eighteen percent of the Panel trainees went to work in firms with less than 50 employees, compared with 33 percent of all employees in the state working for similar sized firms. Thirty-four percent of the Panel trainees worked for firms with less than 250 employees, compared with 58 percent of all California workers. Forth-eight percent of the Panel trainees worked for firms with less than 500 employees, compared with 68 percent of all California workers.

The wage data indicates that there are tradeoffs involved in serving small business. Average small business wages are significantly less than average wages paid by larger firms. The average annual wage for a worker in a firm with less than 50 employees in $18,335. The average annual wage for a worker in a firm with more than 1,000 workers is $24,170--32 percent higher than the average wage for a small business with less than 50 employees. It also is more likely that employment stability and stability of firms is greater among larger firms than among smaller firms.

TABLE II-A

EXPENDITURE HISTORY

REVENUE:	1982-83 ACTUAL	1983-84 ACTUAL	1984-85 ACTUAL	1985-86 ACTUAL	1986-87 BUDGETED
Appropriation	$26,000,000	$55,000,000	$55,000,000	$60,716,000	$61,437,000 a/
Amount Carried Forward b/	-0-	20,551,000	24,924,000	32,305,000	35,230,218
EXPENDITURES:					
Tax Collections Branch	-1,552,000	-1,430,120	-1,489,317	-1,711,161	-1,804,000
Employment Training Panel:					
ETP Administration	-123,075	-1,674,874	-2,539,485	-3,618,123	-4,674,809
Marketing & Outreach	-0-	-0-	- 552,094	-1,004,000	-1,004,000
TRAINING EXPENDITURES:					
Total Training Funds Encumbered	-3,774,340	-50,832,614	-58,387,766	-66,135,481	-15,246,644
Total Disencumbrances as of 10/31/86	+2,895,839	+10,497,760	+19,635,022	- 220,908	-0-
BALANCE OF PROJECT FUNDS ENCUMBERED	-878,511	-40,334,854	-38,752,744	-65,914,573	-15,246,644
Training Funds Authorized for Encumbrance					-35,959,179 c/
Additional Funds to be Disencumbered d/			+427,960 d/	+77,233 d/	
CURRENT YEAR FUNDS UNCOMMITTED October 31, 1986:					**$37,978,586**

---

a/ Includes estimated interest as reported in the Governor's Budget.

b/ This is the actual amount of carryover as reported on the year-end statement. Includes interest received and the balance of the ETF on June 30, which is made up of disencumbered/unencumbered training funds and unexpended administrative funds.

c/ Includes projects recently approved.

d/ Includes amendments approved and projects cancelled or terminated which cause funds to be disencumbered in prior fiscal years.

TABLE II-B

COMPARISON OF COMPLETED (1) AND ACTIVE PROJECTS

Number of Projects	Enrolled	Dropped	Completed Training	Hired	Employed 90 Days(2)	In Training	Average Cost Per Trainee Retained(3)	Average Pay After Training Per Hour(4)	Average Hours Of Training
				COMPLETED PROJECTS F/Y 1984-85					
36	2,161	535	1,625	1,490	1,349	0	$2,413	$7.87	439
				COMPLETED PROJECTS F/Y 1985-86					
131	10,187	2,192	7,884	7,382	6,526	0	2,366	$7.83	419
				ACTIVE PROJECTS					
192	17,694	1,652	8,282	7,687	4,535	7,811	2,465	$8.03	323
				ALL PROJECTS					
359	30,042	4,379	17,791	16,559	12,410	7,811	2,444	$7.94	370

NOTES (1) Data for all projects with contract terms ending during the 12 months prior to July 1, 1986. Subcontracts are counted according to the ending date of the appropriate master contract. Although all training has been completed for these projects, final billing and placement information is not available for all projects. Descriptions of each project are included in Chapter 4.

(2) Number employed 90 days is based on information available July 1, 1986, and is subject to revision based upon final billing and placement information from contractors.

(3) Cost is per person trained, hired in a job related to training, and retained on that job at least 90 days.

(4) Reported wage following training for projects for which final billing and placement information is available. For other projects wage is minimum stated in contract. Reported wages understate actual wages.

TABLE II-C

COMPLETED PROJECTS 1985-86 (1)

TITLE	(2) COUNTY	(3) COST PER PERSON	(4) ANTICIPATED ENROLLMENT	ENROLLED	(5) COMPLETED	HIRED	(6) EMPLOYED 90 DAYS
BANK OF AMERICA	STATEWIDE	1278	2200	1947	1866	1866	1823
BANK OF AMERICA BUSINESS BANKING AUTOMATION	STATEWIDE	1150	(1000)	(550)	(510)	(510)	(510)
BANK OF AMERICA COMPUTER ANALYST	SAN FRANCISCO	3500	(40)	(31)	(29)	(29)	(29)
BANK OF AMERICA COMPUTER OPERATOR	SAN FRANCISCO	3200	(31)	(25)	(16)	(16)	(16)
BANK OF AMERICA ESCROW SKILLS AUTOMATION	STATEWIDE	3104	(138)	(115)	(115)	(115)	(115)
BANK OF AMERICA FINANCIAL NEEDS ANALYSIS	STATEWIDE	1000	(1320)	(980)	(950)	(950)	(950)
BANK OF AMERICA INTERNATIONAL BANKING	SAN FRANCISCO	3200	(54)	(12)	(12)	(12)	(0)
BANK OF AMERICA PERSONNEL AUTOMATION	STATEWIDE	1100	(220)	(196)	(196)	(196)	(165)
BANK OF AMERICA SECRETARIAL SKILLS TRAINING	SAN FRANCISCO	930	(264)	(9)	(9)	(9)	(9)
BANK OF AMERICA TPF TRAINING	SAN FRANCISCO	4750	(35)	(29)	(29)	(29)	(29)
BOHEMIA LUMBER	PLACER	3500	62	40	31	31	31
BOWNE PRINTERS	LOS ANGELES	2700	56	50	23	23	22

TITLE	(2) COUNTY	(3) COST PER PERSON	(4) ANTICIPATED ENROLLMENT	(4) ENROLLED	(5) COMPLETED	(5) HIRED	(6) EMPLOYED 90 DAYS
BOWNE PRINTERS	SAN FRANCISCO	3500	40	34	33	33	24
CALIFORNIA RECREATIONAL VEHICLE ALLIANCE	SACRAMENTO	2915	142	44	43	25	8
CET PRECISION SHEET METAL	SANTA CLARA	4859	125	120	67	67	38
CHAVEZ & ASSOCIATES	LOS ANGELES	2063	240	173	143	127	33
COCCC MONTEREY COOKS	MONTEREY	2450	100	47	23	9	5
COLLEGE OF SAN MATEO AUTOMATED OFFICE SYSTEMS	SAN MATEO	1334	165	130	128	63	30
COMPUTER LEARNING CENTER PROGRAMMERS	SAN FRANCISCO	4550	105	104	67	57	47
CONTROL DATA BLUE SHIELD	SAN FRANCISCO	3111	75	65	59	56	46
CONTROL DATA I	STATEWIDE	4374	182	167	131	111	95
DEBD CMA COACHMEN	RIVERSIDE	2500	30	17	10	10	6
DEBD NEC ELECTRONICS	PLACER	3730	100	17	17	17	15
DEBD NUMMI UAW I	ALAMEDA	3333	80	39	36	36	36
DEBD NUMMI UAW II	ALAMEDA	3500	1070	274	268	268	264
DEBD SONOCO	SANTA BARBARA	2357	125	32	26	26	25

TITLE	(2) COUNTY	(3) COST PER PERSON	(4) ANTICIPATED ENROLLMENT	(4) ENROLLED	(5) COMPLETED	(5) HIRED	(6) EMPLOYED 90 DAYS
EAST BAY SKILLS CENTER OFFICE AUTOMATION	ALAMEDA	3000	11	11	5	3	1
ENGINEERING SOCIETIES TECHNICAL TRAINING	ALAMEDA	4350	52	50	32	31	30
ETP CSUC AGRICULTURAL TRAINING CENTER	STATEWIDE	1821	1000	624	450	450	273
ETP AG. CENTER BUTTE COLLEGE	BUTTE	2584	(35)	(24)	(18)	(18)	(2)
ETP AG. CENTER CLOVIS	FRESNO	1336	(163)	(134)	(61)	(61)	(31)
ETP AG. CENTER COLLEGE OF SEQUOIAS	TULARE	1489	(180)	(52)	(27)	(27)	(12)
ETP AG. CENTER GRIMMWAY FARMS	KERN	1713	(89)	(82)	(67)	(67)	(46)
ETP AG. CENTER HANFORD	KINGS	1309	(95)	(48)	(45)	(45)	(12)
ETP AG. CENTER MERCED COLLEGE	MERCED	1869	(58)	(55)	(48)	(48)	(48)
ETP AG. CENTER MODESTO	STANISLAUS	1906	(46)	(46)	(37)	(37)	(6)
ETP AG. CENTER SAN JOAQUIN DELTA	SAN JOAQUIN	3851	(28)	(31)	(23)	(23)	(23)
ETP AG. CENTER SHASTA COLLEGE	SHASTA	1595	(25)	(13)	(11)	(11)	(3)

TITLE	(2) COUNTY	(3) COST PER PERSON	(4) ANTICIPATED ENROLLMENT	ENROLLED	(5) COMPLETED	HIRED	(6) EMPLOYED 90 DAYS
ETP AG. CENTER VENTURA	VENTURA	1178	(122)	(90)	(87)	(87)	(64)
ETP AG. CENTER YUBA COLLEGE	YUBA	1202	(90)	(49)	(26)	(26)	(26)
FEDERAL ENVELOPE	SAN MATEO	3600	20	25	15	15	15
FIRST INTERSTATE BANCARD	VENTURA	1426	235	200	165	143	117
FLEETWOOD MOTOR HOMES	BUTTE	1837	180	84	57	57	55
FRITO LAY	SAN BERNARDINO	1988	40	33	29	29	29
GEORGIA PACIFIC FORT BRAGG	MENDOCINO	4530	11	9	7	7	7
IBEW/NECA	SAN MATEO	1352	80	42	38	38	35
KAMAN SALES TRAINING	SAN BERNARDINO	1914	20	2	2	2	2
LA COOPERATIVE MASTER I	STATEWIDE	2722	905	273	198	155	88
LA COOPERATIVA AVANTEK	SANTA CLARA	2944	(30)	(58)	(38)	(21)	(0)
LA COOPERATIVA BROWN EQUIPMENT	KINGS	4312	(13)	(8)	(8)	(8)	(7)
LA COOPERATIVA CNC	VENTURA	4293	(16)	(14)	(14)	(14)	(4)
LA COOPERATIVA CONTRACT SYSTEMS	IMPERIAL	2500	(250)	(34)	(29)	(9)	(0)

TITLE	(2) COUNTY	(3) COST PER PERSON	(4) ANTICIPATED ENROLLMENT	ENROLLED	(5) COMPLETED	HIRED	(6) EMPLOYED 90 DAYS
LA COOPERATIVA GALLATY TRAILER	STANISLAUS	3500	(25)	(22)	(13)	(13)	(11)
LA COOPERATIVA GLOBE-WEIS	FRESNO	1907	(73)	(12)	(7)	(7)	(2)
LA COOPERATIVA GROUNDSKEEPER	IMPERIAL	2750	(33)	(22)	(10)	(10)	(10)
LA COOPERATIVA INSOLAIR	SOLANO	1401	(15)	(6)	(3)	(3)	(3)
LA COOPERATIVA NCC COPIER	FRESNO	3386	(12)	(3)	(3)	(3)	(0)
LA COOPERATIVA OLDERSHAW	KERN	4438	(12)	(1)	(1)	(1)	(1)
LA COOPERATIVA PCI	TULARE	2728	(14)	(1)	(1)	(1)	(1)
LA COOPERATIVA ROLM	SANTA CLARA	4902	(8)	(2)	(2)	(2)	(0)
LA COOPERATIVA SPIN PHYSICS	SAN DIEGO	2800	(67)	(34)	(23)	(17)	(6)
LA COOPERATIVA STUART BRAKE	MERCED	1639	(50)	(50)	(40)	(40)	(37)
LA COOPERATIVA VOLTAGE MULTIPLIER	TULARE	2021	(29)	(1)	(1)	(1)	(1)
LA COOPERATIVA WORKMAN ENTERPRISES	TULARE	2850	(5)	(5)	(5)	(5)	(5)
LA ETP CENTER MASTER I	LOS ANGELES	2370	1100	877	619	619	555

TITLE	(2) COUNTY	(3) COST PER PERSON	(4) ANTICIPATED ENROLLMENT	(4) ENROLLED	(5) COMPLETED	(5) HIRED	(6) EMPLOYED 90 DAYS
LA ETP CAD ARCHITECTURE	LOS ANGELES	2590	(173)	(213)	(187)	(187)	(187)
LA ETP CAD/CAM AEROSPACE	LOS ANGELES	2556	(186)	(194)	(168)	(168)	(141)
LA ETP CARPENTERS MODULAR SYSTEMS	LOS ANGELES	1783	(80)	(69)	(19)	(19)	(19)
LA ETP CARPENTERS PREAPPRENTICE	LOS ANGELES	2410	(360)	(38)	(24)	(24)	(24)
LA ETP CNC MACHINISTS	LOS ANGELES	2699	(200)	(211)	(159)	(159)	(142)
LA ETP COMPUTER MAINTENANCE TECHNICIAN	LOS ANGELES	4816	(36)	(35)	(8)	(8)	(8)
LA ETP OFFICE AUTOMATION I	LOS ANGELES	3357	(30)	(29)	(15)	(15)	(8)
LA ETP OFFICE AUTOMATION II	LOS ANGELES	2668	(60)	(47)	(18)	(18)	(5)
LA ETP PACIFIC TELEPHONE CUSTOMER SERVICE	LOS ANGELES	1155	(22)	(19)	(18)	(18)	(18)
LA ETP PRINTING AND LITHOGRAPHY	LOS ANGELES	3732	(20)	(22)	(3)	(3)	(3)
LA ETP CENTER MASTER II	LOS ANGELES	2284	1250	1478	990	990	990
LA ETP APPAREL INDUSTRY AUTOMATION I	LOS ANGELES	3297	(176)	(160)	(135)	(135)	(135)
LA ETP CAD AEROSPACE II	LOS ANGELES	2449	(170)	(193)	(144)	(144)	(144)

TITLE	(2) COUNTY	(3) COST PER PERSON	(4) ANTICIPATED ENROLLMENT	ENROLLED	(5) COMPLETED	HIRED	(6) EMPLOYED 90 DAYS
LA ETP CNC II	LOS ANGELES	2470	(320)	(258)	(184)	(184)	(184)
LA ETP COMPUTER ASSISTED PRINTED CIRCUIT	LOS ANGELES	3408	(125)	(96)	(71)	(71)	(71)
LA ETP ELEVATOR TECHNICIAN	LOS ANGELES	1200	(60)	(60)	(59)	(59)	(59)
LA ETP MACHINE SHOP CNC	LOS ANGELES	2291	(160)	(179)	(113)	(113)	(113)
LA ETP MICROCOMPUTER	LOS ANGELES	1681	(120)	(201)	(75)	(75)	(75)
LA ETP MOBILE CAD	LOS ANGELES	2980	(240)	(97)	(86)	(86)	(86)
LA ETP PACIFIC BELL CUSTOMER SERVICE II	LOS ANGELES	1155	(125)	(70)	(51)	(51)	(51)
LA ETP PACIFIC BELL ELECTRONICS	LOS ANGELES	2930	(204)	(82)	(5)	(5)	(5)
LA ETP SAVINGS AND LOAN	LOS ANGELES	1265	(125)	(82)	(67)	(67)	(67)
LA NTMA I	LOS ANGELES	5064	364	347	264	249	209
LA PUENTE UN SCHOOL DIST MEDICAL EQUIP CO	LOS ANGELES	3000	100	39	28	14	12
LA PUENTE UN SCHOOL DIST COMPUTER REPAIR	LOS ANGELES	3000	50	58	19	3	3
LA PUENTE UN SCHOOL DIST OFFICE AUTOMATION	LOS ANGELES	3000	200	127	103	29	19

TITLE	(2) COUNTY	(3) COST PER PERSON	(4) ANTICIPATED ENROLLMENT	ENROLLED	(5) COMPLETED	HIRED	(6) EMPLOYED 90 DAYS
LOS RIOS FARMWORKERS I	SACRAMENTO	3274	100	62	54	54	39
MCDANIEL RAILCAR INTERIOR SPECIALIST	ALAMEDA	4331	38	33	28	28	28
MID-WILSHIRE CRC CORP.	LOS ANGELES	3155	155	114	105	67	52
MODESTO SHEET METAL WORKERS, LOCAL 495	STANISLAUS	1528	40	41	30	28	28
NCHEC OFFICE AUTOMATION	BUTTE	1425	25	18	16	16	8
NORTH COAST CARPENTERS	SONOMA	540	75	59	51	51	26
NORTHERN TELECOM I	SAN DIEGO	2135	108	102	95	95	91
NORTHRIDGE CSU AMI	LOS ANGELES	2863	216	197	160	160	160
NORTHRIDGE CSU AUTOMOBILE SPECIALTY	LOS ANGELES	2945	20	20	15	15	15
NORTHRIDGE CSU CIGNA HEALTHPLAN	LOS ANGELES	2496	119	78	43	43	38
NORTHRIDGE CSU LAMINATION TECHNOLOGY, INC.	ORANGE	2025	102	52	47	47	47
NORTHRIDGE CSU SPECIALTY RESTAURANTS	LOS ANGELES	2024	90	52	27	27	27
NORTHROP CORPORATION	LOS ANGELES	2074	7	7	6	6	6

TITLE	(2) COUNTY	(3) COST PER PERSON	(4) ANTICIPATED ENROLLMENT	(4) ENROLLED	(5) COMPLETED	(5) HIRED	(6) EMPLOYED 90 DAYS
OCEANIC/PELAGIC	ALAMEDA	1597	65	7	4	4	4
OPERATION SECOND CHANCE	SAN BERNARDINO	3525	142	148	95	15	9
POLLY PRIEST BUSINESS COLLEGE	ALAMEDA	2400	50	25	19	16	16
PRICE PFISTER I	LOS ANGELES	1600	350	163	96	96	96
Q-TRONIX	ALAMEDA	2207	35	7	5	5	5
RAYCHEM	SAN MATEO	1995	29	26	23	23	23
RENAISSANCE OFFICE MACHINE TECHNICIAN II	SAN FRANCISCO	3200	60	60	43	43	26
ROHM AND HAAS	SAN MATEO	1790	35	29	26	26	24
ROHR INDUSTRIES I	SAN DIEGO	2200	281	245	218	218	218
ROSEBURG LUMBER CO MT. SHASTA	SISKIYOU	3583	68	7	7	7	0
ROSEBURG LUMBER CO WEED	SISKIYOU	3795	55	64	48	48	48
SACRAMENTO ELECTRICAL JOINT APPRENTICESHIP	SACRAMENTO	1589	72	47	36	36	20
SACRAMENTO MICROPROCESSOR I	SACRAMENTO	2741	40	36	34	30	30

TITLE	(2) COUNTY	(3) COST PER PERSON	(4) ANTICIPATED ENROLLMENT	ENROLLED	(5) COMPLETED	HIRED	(6) EMPLOYED 90 DAYS
SACRAMENTO SHEET METAL TRAINING	SACRAMENTO	2518	55	38	30	28	28
SAN FRANCISCO MCI	SAN FRANCISCO	1724	40	40	40	40	36
SAN LUIS OBISPO ELECTRICIANS	SAN LUIS OBISPO	1684	50	32	0	0	0
SAN MATEO CNC MACHINISTS	SAN MATEO	3500	69	69	49	49	49
SAN MATEO SHEET METAL	SAN MATEO	1671	83	59	35	35	35
SANTA CLARA IBEW/NECA	SANTA CLARA	1680	140	69	19	19	0
SANTA CLARA SHEET METAL WORKERS JAC	SANTA CLARA	1200	54	28	7	7	7
SAWYER COLLEGE OFFICE AUTOMATION	SANTA CLARA	2715	27	27	19	19	16
SVENHARD'S SWEDISH BAKERY	ALAMEDA	3600	40	29	27	27	27
TEC ELPAC	ORANGE	2186	15	18	5	5	0
TEC FMC II	ORANGE	1696	42	41	14	14	14
TEC HUGHES I	ORANGE	2400	1100	28	0	0	0
TEC PACIFIC STEREO I	ORANGE	2895	40	40	33	33	33
TEC PARKER HANNIFIN	ORANGE	2171	141	100	74	74	72

TITLE	(2) COUNTY	(3) COST PER PERSON	(4) ANTICIPATED ENROLLMENT	(4) ENROLLED	(5) COMPLETED	(5) HIRED	(6) EMPLOYED 90 DAYS
TRULINE CORPORATION	KINGS	2608	8	5	5	5	5
UAW MACHINIST	SANTA CLARA	5067	250	173	124	92	69
VALLEY BAKERY	FRESNO	2862	33	21	21	18	15
VIDEO PREVIEW	ALAMEDA	3300	48	12	11	6	0
YUBA FARMWORKER TRAINING I	YOLO	3274	100	80	48	48	48
TOTAL:		$2,366	15,227	10,187	7,884	7,382	6,526

18

NOTES (1) Data for all agreements with contract terms ending during the 12 months prior to July 1, 1986. Although all training has been completed for these projects, final billing and placement information is not available for all projects. Descriptions of each project are included in Chapter 4.

(2) Principal county in which project operates.

(3) Cost per person trained, hired and retained on the job for at least 90 days after training. Some contracts provide for several costs per person trained when training is provided for different occupations. In such cases the number listed is an average for all persons to be trained under that contract.

(4) Maximum enrollment permitted under the contract.

(5) Number who completed training and were ready and available for work following training.

(6) Number employed for at least 90 days following training in a job directly related to the training provided at a wage at least as high as that provided in the contract.

TABLE II-D

TYPE OF TRAINING: SELECTED PROJECTS (1)

Percentage of Projects	Percentage of Planned Expenditures	Percentage of Planned Hires	Average Cost Per Trainee Retained(2)	Average Pay After Training Per Hour (3)	Average Hours Of Training
PROJECTS THAT TRAIN UNEMPLOYED ONLY					
37%	32%	27%	2,929	$6.53	530
PROJECTS THAT TRAIN POTENTIALLY DISPLACED ONLY					
50%	52%	58%	2,145	$8.95	267
PROJECTS THAT COMBINE UNEMPLOYED AND POTENTIALLY DISPLACED					
13%	16%	15%	2,511	$7.99	332

NOTES (1) Individual training projects approved by the Panel as of June 30, 1986.

(2) Cost is per person trained, hired in a job related to training, and retained on that job at least 90 days.

(3) Actual average wage following training for projects for which final billing and placement information is available. For other projects wage is minimum stated in contract.

TABLE II-E

ACTIVITY BY TRAINING CONTRACTOR:
SELECTED PROJECTS (1)

	Percentage of Projects	Percentage of Planned Expenditures	Percentage of Planned Hires	Average Cost Per Trainee Retained(2)	Average Pay After Training Per Hour (3)	Average Hours Of Training
TRAINING AGENCY CONTRACTORS	58%	46%	43%	2,571	$7.78	370
EMPLOYER CONTRACTORS	41%	54%	57%	2,288	$8.14	379
ALL CONTRACTORS	100%	100%		2,409	$7.93	373

NOTES (1) Individual training projects approved by the Panel as of June 30, 1986.

(2) Cost is per person trained, hired in a job related to training, and retained on that job at least 90 days.

(3) Actual average wage following training for projects for which final billing and placement information is available. For other projects wage is minimum stated in contract.

TABLE II-F

TRAINING BY INDUSTRY (1)
6/30/86

CATEGORY	NUMBER OF PROJECTS	ALLOCATIONS	PERCENTAGE OF ALLOCATIONS 6/30/85	PERCENTAGE OF ALLOCATIONS 6/30/86(2)	NUMBER OF TRAINEES	PERCENTAGE OF TOTAL TRAINEES 6/30/85	PERCENTAGE OF TOTAL TRAINEES 6/30/86(2)
Agriculture	22	$3,453,303	3%	2.4%	1,571	4%	2.7%
Construction	21	$2,571,409	3%	1.8%	1,352	4%	2.3%
Manufacturing	(180)	($66,498,804)	(54%)	(46.5%)	(24,715)	(49%)	(41.6%)
Food	17	$4,204,418	1%	2.9%	1,629	1%	2.7%
Textile	1	$36,400	-0-	.03%	13	-0-	.02%
Apparel	3	$719,963	1%	.5%	251	1%	.4%
Lumber, Wood Products	8	$766,175	1%	.5%	247	1%	.4%
Furniture and Fixtures	2	$272,647	.1%	.2%	113	.2%	.2%
Paper and Allied	6	$1,078,075	.2%	.8%	373	.1%	.6%
Printing and Publishing	7	$811,478	1%	.6%	302	1%	.5%
Chemical and Allied	3	$265,495	.1%	.2%	133	.1%	.2%
Rubber and Plastic	3	$1,606,022	1%	1.1%	660	1%	1.1%

TABLE II-F (CONTINUED)

TRAINING BY INDUSTRY (1)
6/30/86

CATEGORY	NUMBER OF PROJECTS	ALLOCATIONS	PERCENTAGE OF ALLOCATIONS 6/30/85	PERCENTAGE OF ALLOCATIONS 6/30/86(2)	NUMBER OF TRAINEES	PERCENTAGE OF TOTAL TRAINEES 6/30/85	PERCENTAGE OF TOTAL TRAINEES 6/30/86(2)
Stone, Clay, Glass and Concrete	3	$158,625	.1%	.1%	82	.1%	.1%
Primary Metal Industries	4	$2,522,334	2%	1.8%	985	1.5%	1.7%
Fabricated Metal Products	16	$4,310,090	3%	3.0%	1,541	3%	2.6%
Machinery except Electrical	23	$8,157,655	7%	5.7%	2,630	6%	4.4%
Electrical and Electronic	37	$12,167,303	9%	8.5%	4,325	8.5%	7.2%
Transportation Equipment	43	$29,038,354	27.5%	20.3%	11,218	25%	18.9%
Measuring, Analyzing, and Controlling Instruments	4	$383,770	.5%	.3%	213	.5%	.4%
Transportation, Utilities, & Communications	13	$4,379,207	3%	3.1%	2,027	3%	3.4%
Wholesale Trade	3	$325,596	.1%	.2%	162	.1%	.3%
Retail Trade	20	$23,945,564	10%	16.7%	9,857	8%	16.6%

TABLE II-F (CONTINUED)

TRAINING BY INDUSTRY (1)
6/30/86

CATEGORY	NUMBER OF PROJECTS	ALLOCATIONS	PERCENTAGE OF ALLOCATIONS		NUMBER OF TRAINEES	PERCENTAGE OF TOTAL TRAINEES	
			6/30/85	6/30/86 (2)		6/30/85	6/30/86 (2)
Finance, Insurance, Real Estate	28	$15,469,192	6.5%	10.8%	8,949	13%	15.1%
Services	(85)	($26,501,954)	(20%)	(18.5%)	(10,769)	(20%)	(18.1%)
Personal Services	1	$211,300	.2%	1%	160	.2%	.3%
Business Services	53	$19,115,460	13%	13.4%	7,651	13%	12.9%
Automotive Services	3	$304,069	.2%	.2%	147	.2%	.3%
Misc. Repair	4	$201,170	1%	.1%	93	1%	.2%
Motion Pictures	1	$414,756	1%	.3%	82	.3%	.1%
Amusement & Recreation Services	1	$46,750	.1%	.03%	17	.1%	.03%
Health Services	15	$4,893,214	5%	3.4%	2,263	5%	3.8%
Misc. Services	7	$1,315,235	1%	.9%	456	1%	.8%
TOTAL	372	$143,090,029	100%	100%	59,402	100%	100%

(1) Does not include projects that have not been allocated to a specific SIC code.

(2) June 30, 1985, year-to-date percentages provided for comparison.

TABLE II-G

TRAINING BY OCCUPATION (1)
6/30/86

CATEGORY	NUMBER OF ETP PROJECTS	ETP ALLOCATIONS	PERCENTAGE OF ETP ALLOCATIONS		NUMBER OF TRAINEES	PERCENTAGE OF TOTAL TRAINEES	
			6/30/85	6/30/86(2)		6/30/85	6/30/86(2)
Professional, Technical, Managerial	55	$19,211,108	10%	14%	8,630	9%	15%
Clerical and Sales	98	$59,554,848	29%	42%	26,766	37%	45%
Service	3	$653,000	2%	1%	243	2%	1%
Agriculture Fishing and Forestry	19	$4,517,573	3%	3%	2,043	3%	3%
Processing	22	$7,714,889	5%	5%	2,674	5%	5%
Machine Trades	69	$19,636,736	18%	14%	6,624	15%	11%
Bench Work	28	$9,168,442	10%	6%	4,189	10%	7%
Structural Work	64	$20,438,031	22%	14%	7,251	17%	12%
Misc. Occupations	10	$1,103,465	1%	1%	468	1%	1%
TOTAL	368	$141,998,092	100%	100%	58,888	100%	100%

(1) Does not include projects that have not been allocated to a specific DOT code.

(2) June 30, 1985, year-to-date percentages provided for comparison.

TABLE II-H

AGE INFORMATION(1)

Average age	32 years
18 - 19 years	0.5%
20 - 29 years	28.0%
30 - 39 years	34.1%
40 - 49 years	19.9%
50 - 59 years	6.9%
60 - 64 years	0.7%
65 and over or unreported	9.9%

(1) Data based on survey of trainees who completed training under training contracts that terminated prior to July 1, 1986. Data is for the same trainees studied in the research report included in chapter three.

TABLE II-I

EDUCATIONAL INFORMATION(1)

Dropped out before high school graduation	20%
High school graduate with no college	50%
High school graduate with some college	30%

(1) Data based on survey of trainees who completed training under training contracts that terminated prior to July 1, 1986. Data is for the same trainees studied in the research report included in chapter three.

TABLE II-J

MARITAL STATUS(1)

Married	68%
Single	32%

(1) Data based on survey of trainees who completed training under training contracts that terminated prior to July 1, 1986. Data is for the same trainees studied in the research report included in chapter three.

TABLE II-K

FAMILY SIZE(1)

Average number in family 3.4 people

(1) Data based on survey of trainees who completed training under training contracts that terminated prior to July 1, 1986. Data is for the same trainees studied in the research report included in chapter three.

TABLE II-L

ETHNIC GROUPS(1)

	ETP Trainees	California Labor Force
White	53.6%	61.7%
Black	9.0%	6.8%
Hispanic	23.9%	17.0%
Asian	9.6%	5.7%
Indian	0.9%	0.9%
Other	3.0%	7.9%

(1) Data based on survey of trainees who completed training under training contracts that terminated prior to July 1, 1986. Data is for the same trainees studied in the research report included in chapter three.

TABLE II-M

SMALL BUSINESS REPORT(1)

Business Size	% Panel Trainees	% Total California Employment(2)	Average Annual California Wage(2)
0 - 49	18	33	$18,335
50 - 99	6	11	$18,841
100 - 249	10	14	$19,637
250 - 499	14	10	$19,794
500 - 1,000	6	9	$20,208
1,000+	46	23	$24,170

(1) Data based on survey of trainees who completed training under training contracts that terminated prior to July 1, 1986. Data is for the same trainees studied in the research report included in chapter three.

(2) California Unemployment Insurance Reporting Units by size, industry and county, July through September 1985, Employment Development Department.

CHAPTER THREE

Following is the complete text of a memorandum reporting on a followup study of Panel trainees. The study was written for the Panel by Richard Moore, Executive Director of Training Research Corporation in Santa Monica, and was undertaken as part of a series of policy seminars on job training issues conducted by Wellford Wilms, Associate Professor in the Graduate School of Education, University of California, Los Angeles.

INTRODUCTION

This memorandum reports the results of an analysis of the employment and earnings history of ETP project participants. The study is based on records of 1,173 participants who successfully completed their program and were placed and retained for 90 days. The participants came from ETP projects that had closed by June 30, 1985.

This analysis compares the unemployment and earnings records of ETP participants in the year before they received ETP training with the year after they completed training. Specifically, the analysis addressed the following questions:

1. To what degree did ETP participants' earnings increase or decrease after training?

2. To what degree did unemployment among participants increase or decrease after training?

3. How did employment and earning patterns vary between specific ETP projects?

4. What was the economic impact of changes in earnings and UI claims on California's economy?

5. How did employment and earning patterns vary between various types of industries?

6. How did employment and earning patterns vary between participants from different eligibility categories?

Methods

To answer the questions posed above, TRC used three sources of data: (1) the UI records of participants, which were provided by EDD, (2) the ETP participant file, which contained data on individual participants, and (3) the ETP project file which contained data on the projects.

These three files were merged on the UCLA computer to crease the data base that was used in this analysis.

Based on the data in the three files TRC calculated four measures of unemployment and earnings for each participant.

Annual earnings before training: the participants' total earnings in dollars for the four complete quarters prior to enrolling in an ETP program.

Annual earnings after training: the participant's total earnings in dollars for the first four complete quarters after completing an ETP program.

Annual weeks unemployed and UI payments before training: total number of weeks the participant received UI benefits and total payments for the 12 complete months before enrolling in an ETP program.

Annual weeks unemployed and UI Payments after training: total number of weeks the participant received UI benefits and total payments in the first 12 complete months after completing an ETP program.

Limits of the Analysis

Many factors other than ETP training influence these participants earnings and employment patterns. The general state of the economy, the dynamics of the industries involved in the project and the characteristics of the participants all influence these outcomes. This preliminary analysis does not attempt to account for all these factors. It simply compares the earnings and employment patterns of participants before and after training.

A more sophisticated analysis would require a comparison, or control group against which to compare these ETP participants. Lacking a control group it is uncertain what proportion of the changes in earning and employment are due to ETP training and what proportion are caused by other factors.

RESULTS

The results of the analysis are presented as answers to the questions posed before.

1. To what degree did ETP participants' earnings increase or decrease after training?

Table one shows that for the entire population of participants earnings increased 55% from an average annual figure of $13,983 to a post training average of $21,644.

TABLE 1
AVERAGE AMOUNT OF UNEMPLOYMENT AND EARNINGS
BEFORE AND AFTER TRAINING

	Average Before Training	Average After Training	Percent Change
Average weeks collected unemployment	5.6	2.1	-63%
Average amount of UI collected	$749	$272	-64%
Average annual earnings	$13,983	$21,644	+55%

2. To what degree did unemployment among participants increase or decrease after training?

Unemployment fell dramatically from an average of 5.6 weeks in the year before training to an average of only 2.1 weeks in the year after training. A decline of 63%. As a result, the average amount collected in UI benefits fell from an average of $749 to an average of $272, a decline of 64% (see Table 1).

3. How did employment and earning patterns vary between specific ETP projects?

Appendix A contains complete data on each project that ended by June 30, 1985. Forty-six of the 53 projects listed in the appendix showed lowered rates of unemployment for their participants. Declines in unemployment ranged from 100% to 1%. The typical participant experienced a 64% reduction in the number of weeks they were unemployed.

Forty-nine out of 53 projects also showed increases in participants' earnings in the year after training. Increases ranged from a high of 360%, to a low of just 1%. Overall, the typical participant increased his or her earnings 55%.

4. What was the economic impact of changes in earnings and UI claims on California's economy?

Table 2 shows that overall ETP participants collected over $550,000 less in UI benefits in the year after training then in the year before.

TABLE 2
TOTAL UI PAYMENTS AND TOTAL EARNINGS BEFORE & AFTER TRAINING
FOR ALL PARTICIPANTS

	Before	After	Change
UI	$878,225	$318,821	-$559,403
Earnings	$16,049,631	$25,388,376	+$9,338,746

Participants had increased earnings of over 9.3 million dollars in the year after training. The economic impact on these increased earnings on private sector sales and income in California can be estimated by applying a multiplier that represents the additional economic activity generated within the state by this additional income. The California Department of Water Resources has established multipliers for various types of economic activity. The multiplier for personal income is 3.71.

Hence the economic impact of these increased earnings is $34.6 million.

TABLE 3
ECONOMIC IMPACT OF INCREASED EARNINGS
ON THE STATE ECONOMY

Increased Earnings	Multiplier	Economic Impact
$9,338,748	3.71	$34,646,746

5. How did employment and earning patterns vary between various types of industries?

The projects included in the study represented 15 different industry types; ranging from agriculture to construction to eating and drinking establishments. While earnings increased and unemployment decreased for the entire population of participants there was substantial variation by the type of industry involved in the contract. Tables 4 and 5 shows the earnings and employment changes by the type of industry.

Participants in projects within the transportation industry experienced the largest increase in earnings about 300%. Participants in other industries such as food, and communications industries also experienced an increase in earnings far above the average. Participants in construction, and lumber and wood projects industries had lower than average earnings increases. Participants in the stone, clay, glass and concrete products industries experienced a small decline in earnings.

TABLE 4
AVERAGE ANNUAL EARNINGS BEFORE AND AFTER
ETP TRAINING BY INDUSTRY OF PARTICIPATING EMPLOYER

Industry	Number of Participants	Earnings Before	Earnings After	Percent Change
Agricultural services	33	$7,660	$13,447	+76%
Construction-Special Trade Contractor	37	$15,869	$17,407	+10%
Food & kindred products	19	$6,677	$20,012	+199%
Lumber & wood products/ except furniture	22	$18,704	$20,572	+10%
Printing & publishing	1	$11,438	$14,400	+26%
Stone, clay, glass & concrete products	15	$34,044	$32,888	-3%
Fabricated metal products/ except machinery & transportation equip.	91	$16,211	$19,456	+20%
Machinery except electrical	436	$16,978	$25,664	+51%
Electrical & electronic machinery equipment and supplies	55	$13,320	$17,046	+28%
Transportation equipment	164	$5,325	$21,531	+304%
Communication	16	$8,343	$17,696	+112%
Eating & drinking establishments	2	$5,277	$8,825	+67%
Security & commodities brokers & exchanges	2	$5,841	$14,213	+143%
Business services	94	$12,808	$15,984	+25%
Miscellaneous services	60	$26,938	$35,633	+32%

Changes in unemployment also varied by type of industry. Unemployment declined the most for the participants in the communications and security and commodities industries. Lumber and wood products, and eating and drinking establishment were industries in which unemployment actually increased among participants.

TABLE 5
AVERAGE ANNUAL AMOUNT OF UNEMPLOYMENT
BEFORE AND AFTER ETP TRAINING,
BY INDUSTRY OF PARTICIPATING EMPLOYER

Industry	Number of Participants	Average Weeks UI Before	Average Weeks UI After	Percent Change
Agricultural services	33	10.2	.8	-9%
Construction-Special Trade Contractor	37	10.0	4.5	-55%
Food & kindred products	19	1.7	1.9	+9%
Lumber & wood products/ except furniture	22	3.4	10.5	+212%
Printing & publishing	1	0.0	0.0	0%
Stone, clay, glass & concrete products	15	0.0	.6	-
Fabricated metal products/ except machinery & transportation equip.	91	2.6	2.4	-6%
Machinery except electrical	436	7.2	2.1	-70%
Electrical & electronic machinery equipment and supplies	55	3.8	2.2	-41%
Transportation equipment	164	8.4	2.8	-67%
Communication	16	12.3	0.0	-100%
Eating & drinking establishments	2	9.0	14.0	+56%
Security & commodities brokers & exchanges	2	0.5	0.0	-100%
Business services	94	3.5	1.4	-60%
Miscellaneous services	60	.6	.3	-50%

TABLE 6
AVERAGE ANNUAL AMOUNT OF UNEMPLOYMENT
BEFORE AND AFTER ETP TRAINING,
BY INDUSTRY OF PARTICIPATING EMPLOYER

Industry	Number of Participants	Average UI $ Before	Average UI $ After	Percent Change
Agricultural services	33	$800	$86	-90%
Construction-Special Trade Contractor	37	$1,250	$605	-52%
Food & kindred products	19	$182	$211	+16%
Lumber & wood products/ except furniture	22	$370	$1,456	+293%
Printing & publishing	1	0	0	0%
Stone, clay, glass & concrete products	15	0	$49	-
Fabricated metal products/ except machinery & transportation equip.	91	$319	$353	+11%
Machinery except electrical	436	$1,121	$287	-74%
Electrical & electronic machinery equipment and supplies	55	$414	$214	-48%
Transportation equipment	164	$1,031	$360	-65%
Communication	16	$835	0	-100%
Eating & drinking establishments	2	$1,494	$1,958	+31%
Security & commodities brokers & exchanges	2	$72	0	-100%
Business services	94	$319	$152	-52%
Miscellaneous services	60	$92	$56	-38%

6. How did employment and earning patterns vary between participants from different eligibility categories?

Individuals are eligible to participate in ETP projects if they meet one of three criteria: (1) they are collecting UI benefits, (2) have exhausted their UI benefits, or (3) will be displaced if they are not retrained. Table 6 shows that participants who had exhausted their UI benefits had largest increase in earnings, 535%. Participants who were receiving UI benefits had a 62% increase in earnings. This is logical given that both these groups were unemployed before entering the program.

Most surprising is the fact that participants who were potentially displaced, but not actually unemployed, also experienced a 33% increase in earnings. Assuming that increased earnings reflect increased productivity, one can assume that these ETP trained individuals substantially increased their productivity after training.

TABLE 7
AVERAGE ANNUAL EARNINGS BEFORE AND AFTER
ETP TRAINING BY ELIGIBILITY CATEGORY

Eligibility Category (Number of Participants)	Average Earnings	Average Earnings	Percent Change
Potentially displaced (523)	$19,623	$26,142	+33%
Receiving UI (384)	$11,923	$19,303	+62%
Exhausted UI benefits (127)	$3,078	$19,563	+535%

Unemployment followed a similar pattern as earnings. Participants who had exhausted their benefits experienced the largest reduction in weeks of unemployment -85%. Surprisingly, participants in the potentially displaced category had the next largest reduction in unemployment 61% indicating that retraining may have lead to a reduction in periodic layoffs for existing employees.

TABLE 8
AVERAGE ANNUAL AMOUNT OF UNEMPLOYMENT BEFORE & AFTER
ETP TRAINING, BY ELIGIBILITY CATEGORY

Eligibility Category (# Participants)	Average Weeks UI Before	Average Weeks UI After	Percent Change	Average $ UI Before	Average $ UI After	Percent Change
Potentially displaced (523)	4.4	1.7	-61%	$646	$241	-63%
Receiving UI (384)	6.7	3.4	-50%	$832	$418	-50%
Exhausted UI benefits (127)	10.8	1.7	-85%	$1,448	$202	-86%

CONCLUSIONS

The results of this analysis indicate that in the year after training the typical ETP participant increased his or her annual income from $13,983 to $21,644, an increase of 55%. The typical participant also worked more, unemployment dropped from an average of 5.6 weeks in the year before training to only 2.1 weeks in the year after training, a reduction of 63%.

There were substantial variations in this pattern between individual projects and between industry types. This preliminary analysis did not identify the cause of these variations.

The increase in earnings is estimated to have an economic impact of over 34.6 million dollars on the California economy. In addition, ETP participants received $550,000 less in UI benefits in the year after training, then in the year before.

The substantial increases in earnings for participants, particularly those in the potentially displaced eligibility group indicate that ETP training has lead to increased productivity among these workers.

It appears from these preliminary results that ETP is meeting its goal of reducing unemployment, placing participants in secure well paid jobs and increasing their productivity. But, more sophisticated research is needed to measure ETP's exact contribution.

Directions for Future Research

The key barrier to establishing ETP's contribution to these workers' increased earnings and decreased unemployment is the lack of a control group against which to compare. If data from participants that did not complete ETP projects were added to this data base such comparisons could be drawn.

This analysis did demonstrate that EDD records can be successfully merged with data collected by ETP to evaluate individual projects and the effectiveness of the entire ETP program. Adding data for current participants will allow ETP to conduct an on-going objective review of its effectiveness.

Finally, this data could be used to develop a statistical model that could measure the impact of participant characteristics, training agency characteristics, type of industry and employer characteristics on the success of ETP programs. The results of such a model could provide insights that would improve selection criteria for participants, and help the Panel to identify projects with the greatest chances of success in the future.

APPENDIX A

Earnings, and Employment Before and After Training, By Project

SAS

COMPARISON OF UNEMPLOYMENT AND EARNING STATISTICS
BY PROJECT

6:46 THURSDAY, OCTOBER 23, 1986 1

PROJECT NUMBER	PROJECT NAME	PARTI-CIPANTS	PRE AVE UI WEEKS	PRE AVE UI $$$$$$	POST AVE UI WEEKS	POST AVE UI $$$$$	% CHNG AVE UI WEEKS
ALL PROJECTS COMBINED		1173	5.60	748.70	2.08	271.88	-62.85
JC40-0380 0	CHIEF AUTO PARTS						
8300-2082 0	FORD CSM WELDING	8	4.63	640.00	0.13	20.88	-97.30
8300-2224 0	FORD OJT	424	7.29	1138.45	2.09	286.06	-71.37
8300-2274 1	CMA TRW	10	11.60	1494.30	0.00	0.00	-100.00
8300-2274 3	CMA MADERA GLASS	15	0.00	0.00	0.60	49.93	
8300-2274 4	CMA GENERAL CABLE	21	6.71	817.62	0.19	99.38	-97.16
8300-2309 2	LA ETP CAD ARCHITECTURE	34	0.00	0.00	0.18	39.06	
8300-2309 5	LA ETP COMPUTER MAINTENANCE TE						
8300-2309 6	LA ETP PRINTING & LITHOGRAPHY	1	0.00	0.00	0.00	0.00	
8300-2309 9	LA ETP CARPENTERS PREAPPRENTIC	18	14.28	1805.22	1.56	160.94	-89.11
8300-2376 0	WOODRUFF	16	0.00	0.00	0.00	0.00	
8300-2899 0	POPPY FOOD CO I	108	0.57	54.46	0.16	12.01	-72.58
8300-3026 0	JOY MANUFACTURING	18	5.11	619.11	5.06	555.72	-1.09
8300-3029 0	LA COOPERATIVA WORKMAN ENTERPR						
8300-3029 1	LA COOPERATIVA SPIN PHYSICS	1	0.00	0.00	0.00	0.00	
8300-3029 2	LA COOPERATIVA CNC						
8300-3029 3	LA COOPERATIVA STUART BRAKE	14	3.93	351.07	8.21	666.14	109.09
8300-3029 4	LA COOPERATIVA NCC COPIER REPA						
8300-3029 6	LA COOPERATIVA BROWN EQUIPMENT	7	5.00	557.14	3.00	135.57	-40.00
8300-3029 9	LA COOPERATIVA INSOLAIR INDUST						
8300-3029 10	LA COOPERATIVA OLDERSHAW	1	4.00	525.00	4.00	319.00	0.00
8300-3029 11	LA COOPERATIVA ROLM						

PROJECT NUMBER	% CHNG AVE UI $$$$$	PRE AVE WORKED WEEKS	PRE AVE WORKED $$$$$$	POST AVE WORKED WEEKS	POST AVE WORKED $$$$$	% CHNG AVE WORKED WEEKS	% CHNG AVE WORKED $$$$$
ALL PROJECTS	-63.69	29.46	13982.55	44.46	21643.97	50.92	54.79
JC40-0380 0							
8300-2082 0	-96.74	35.88	19701.13	45.00	24877.50	25.44	26.27
8300-2224 0	-74.87	26.76	17050.49	49.29	25922.92	84.18	52.04
8300-2274 1	-100.00	26.20	11032.40	47.60	16894.50	81.68	53.14
8300-2274 3		45.67	34044.80	49.13	32888.20	7.59	-3.40
8300-2274 4	-87.85	33.05	10469.05	78.10	25837.62	136.31	146.80
8300-2309 2		44.47	28018.21	44.76	35712.79	0.66	27.46
8300-2309 5							
8300-2309 6		53.00	11438.00	52.00	14400.00	-1.89	25.90
8300-2309 9	-91.08	19.44	7162.39	25.00	15348.22	28.57	114.29
8300-2376 0		46.69	17082.75	51.44	19664.50	10.17	15.11
8300-2899 0	-77.95	36.02	8644.94	48.85	12497.05	35.63	44.56
8300-3026 0	-10.24	28.67	6750.39	36.44	9160.83	27.13	35.71
8300-3029 0							
8300-3029 1		21.00	2659.00	0.00	12260.00	-100.00	361.08
8300-3029 2							
8300-3029 3	89.75	19.50	3941.71	40.93	11658.86	109.89	195.78
8300-3029 4							
8300-3029 6	-75.67	39.43	12762.00	48.29	16366.00	22.46	28.24
8300-3029 9							
8300-3029 10	-39.24	25.00	7731.00	36.00	10903.00	44.00	41.03
8300-3029 11							

39

COMPARISON OF UNEMPLOYMENT AND EARNING STATISTICS BY PROJECT

PROJECT NUMBER	PROJECT NAME	PARTI-CIPANTS	PRE AVE UI WEEKS	PRE AVE UI $$$$$$	POST AVE UI WEEKS	POST AVE UI $$$$$	% CHNG AVE UI WEEKS
8300-3029 14	LA COOPERATIVA VOLTAGE MULTIPL						
8300-3029 19		5	0.00	0.00	4.00	560.60	
8400-0012 0	FRESNO MICROPROCESSOR REPAIR	17	0.00	0.00	0.00	0.00	
8400-0164 0	TEC HOLMES & NARVER CAD	25	1.24	198.64	0.40	68.52	-67.74
8400-0165 0	TEC DATA POWER	20	0.00	0.00	1.55	144.80	
8400-0259 0	EAST BAY SKILLS CENTER CABLE T	6	12.33	835.50	0.00	0.00	-100.00
8400-0260 0	LA UNIFIED SCHOOL DISTRICT PRI	4	0.00	25.00	0.00	0.00	
8400-0261 0	RENAISSANCE OFFICE MACHINE TEC	30	2.57	40.40	0.77	104.37	-70.13
8400-0338 0		3	0.00	0.00	0.00	0.00	
8400-0338 12	TEC A&G ENGINEERING						
8400-0339 0	TEC ITT CANNON						
8400-0464 0	DAVEY TREE	33	10.18	888.39	0.82	85.58	-91.96
8400-0466 0	EAST BAY SKILLS CENTER ELECTRO	4	5.75	383.75	0.00	0.00	-100.00
8400-0467 0	EAST BAY SKILLS CENTER MAINTEN	7	2.14	355.14	3.29	433.57	53.33
8400-0509 0	UAW ROCKWELL I	140	8.59	1066.04	2.46	354.82	-71.38
8400-0648 0	PRODUCT DEVELOPMENT CORPORATIO	11	8.55	731.36	0.36	35.36	-95.74
8400-0845 0		12	6.08	665.42	17.33	2351.17	184.93
8400-0845 18	DEBD WESTERN FOREST PRODUCTS						
8400-1007 0	UNITED CABLE TV	28	9.86	1123.68	1.43	208.14	-85.51
8400-1013 0	NOEL J. BROWN SHEET METAL AND	45	0.07	13.67	2.80	445.93	4100.00
8400-1015 0	COMPUTER TERMINAL,THE	20	7.90	1037.45	5.30	538.95	-32.91
8400-1018 0	SVENHARDS SWEDISH BAKERY I	17	1.94	203.35	2.12	236.53	9.09
8400-1019 0	TRI-COUNTIES SHEET METAL WORKE	10	0.00	16.60	4.60	830.00	

PROJECT NUMBER	% CHNG AVE UI $$$$$	PRE AVE WORKED WEEKS	PRE AVE WORKED $$$$$$	POST AVE WORKED WEEKS	POST AVE WORKED $$$$$	% CHNG AVE WORKED WEEKS	% CHNG AVE WORKED $$$$$
8300-3029 14							
8300-3029 19		47.80	16573.20	45.60	17418.00	-4.60	5.10
8400-0012 0		36.71	16880.65	44.29	23652.35	20.67	40.12
8400-0164 0	-65.51	45.04	26238.68	50.76	36515.12	12.70	39.17
8400-0165 0		43.25	14862.25	50.15	19372.20	15.95	30.35
8400-0259 0	-100.00	25.83	8343.33	36.50	17696.17	41.29	112.10
8400-0260 0	-100.00	54.25	10017.75	45.50	14018.50	-16.13	39.94
8400-0261 0	158.33	38.77	15166.23	40.60	18497.37	4.73	21.96
8400-0338 0		52.67	15591.67	46.00	19313.00	-12.66	23.87
8400-0338 12							
8400-0339 0							
8400-0464 0	-90.37	24.73	7660.21	27.09	13477.52	9.56	75.94
8400-0466 0	-100.00	29.75	6240.00	38.00	18031.00	27.73	188.96
8400-0467 0	22.08	33.29	16624.14	29.29	17246.86	-12.02	3.75
8400-0509 0	-66.72	15.22	5055.36	45.04	22850.41	195.92	352.00
8400-0648 0	-95.16	29.73	5295.09	40.82	9201.82	37.31	73.78
8400-0845 0	253.34	26.00	10792.50	30.17	12026.25	16.03	11.43
8400-0845 18							
8400-1007 0	-81.48	22.50	6581.29	6.57	13394.96	-70.79	103.53
8400-1013 0	3162.93	46.78	23268.04	39.38	21089.00	-15.82	-9.36
8400-1015 0	-48.05	18.35	6523.05	24.70	6484.95	34.60	-0.58
8400-1018 0	16.31	24.65	5951.65	50.82	20927.53	106.21	251.63
8400-1019 0	4900.00	32.10	38125.60	20.10	27775.30	-37.38	-27.15

COMPARISON OF UNEMPLOYMENT AND EARNING STATISTICS
BY PROJECT

PROJECT NUMBER		PROJECT NAME	PARTI-CIPANTS	PRE AVE UI WEEKS	PRE AVE UI $$$$$$	POST AVE UI WEEKS	POST AVE UI $$$$$	% CHNG AVE UI WEEKS
8400-1154	0	MERRILL LYNCH/ATC,INC.	2	0.50	72.00	0.00	0.00	-100.00
8400-1188	0		2	18.50	3154.00	0.00	0.00	-100.00
8400-1188	30	TEC ANGEL'S COMMUNICATION						
8400-1189	0	TEC EL TORITO	2	9.00	1494.00	14.00	1958.00	55.56
8400-1190	0	QUAL-TRONICS	8	12.25	1055.63	6.63	526.50	-45.92
8400-1415	0	SIMPSON TIMBER I	10	0.10	16.60	2.30	381.80	2200.00
8400-1603	0	SIMI VALLEY ADULT SCHOOLS MICO	9	5.56	855.89	1.89	188.33	-66.00
8400-1610	0	FIVE COUNTIES PAINTERS & TAPER	7	10.71	1045.43	13.29	1597.71	24.00

PROJECT NUMBER		% CHNG AVE UI $$$$$	PRE AVE WORKED WEEKS	PRE AVE WORKED $$$$$$	POST AVE WORKED WEEKS	POST AVE WORKED $$$$$	% CHNG AVE WORKED WEEKS	% CHNG AVE WORKED $$$$$
8400-1154	0	-100.00	25.50	5840.50	55.50	14213.00	117.65	143.35
8400-1188	0	-100.00	18.50	7560.50	19.00	13492.50	2.70	78.46
8400-1188	30							
8400-1189	0	31.06	18.00	5277.00	34.00	8825.50	88.89	67.24
8400-1190	0	-50.12	23.50	6183.50	27.13	8401.50	15.43	35.87
8400-1415	0	2200.00	45.00	28198.80	45.20	30828.20	0.44	9.32
8400-1603	0	-78.00	36.78	13091.44	41.89	12490.22	13.90	-4.59
8400-1610	0	52.83	27.86	8837.29	22.00	9008.00	-21.03	1.93

CHAPTER FOUR

This chapter provides brief descriptions of Panel training contracts. The first section describes contracts that were completed during the 1985-86 fiscal year and actual results of those contracts. The second section provides descriptions of all contracts approved by the Panel prior to July 1, 1986 that were still in operation at the end of the 1985-86 fiscal year. The information in this section represents planned performance under those contracts. The final section describes contracts that were terminated during the 1985-86 fiscal year prior to completion.

CONTRACTS COMPLETED 1985-86

The following Employment Training Panel contracts were completed during the 1985-86 fiscal year. The number listed as trained is the number trained, hired or retained in a job directly related to training for at least 90 days. Additional statistics concerning these contracts is included in Table II-C.

BANK OF AMERICA Because of technological change and reorganization of operations, the bank retrained thousands of employees in new commercial and automated services. 1,823 persons were retrained in various projects completed under this contract.

BUSINESS BANKING AUTOMATION The bank established a new Business Banking Group to provide financial services to the business community. 510 employees threatened with layoff were retrained in data management and microcomputer operations for this unit.

COMPUTER ANALYST 29 employees whose previous jobs were eliminated learned computer programming and analyst skills, including COBOL, IBM job control and bank-written software.

COMPUTER OPERATOR New skills were taught to 16 employees whose non-technical jobs were eliminated.

ESCROW SKILLS AUTOMATION The bank automated its escrow department instead of phasing it out. Accordingly, 115 employees were retrained to identify and meet customer needs and operate new, automated equipment.

FINANCIAL NEEDS ANALYSIS Responding to intense competition in the financial services market, the bank retrained 950 employees to market its full range of services.

INTERNATIONAL BANKING To automate its international banking network, the bank retrained employees to operate new equipment, but none completed the 90 day retention period prior to the expiration of the contract.

PERSONNEL AUTOMATION The bank decentralized and automated its personnel management system and retrained 165 persons in various units to operate the new system.

SECRETARIAL SKILLS TRAINING Nine file clerks and messengers were retrained for new jobs as secretaries.

TPF TRAINING 29 programmers and systems analysts were trained to operate the bank's new computerized transaction processing facility.

BOHEMIA LUMBER To staff its new, computerized sawmill in Lincoln, Placer County, this firm hired and trained 31 new wood products workers.

BOWNE PRINTERS LOS ANGELES This Los Angeles subsidiary of the second oldest corporation in the United States retrained 22 employees as phototypesetters in a switch from traditional typesetting to computerized phototypesetting.

BOWNE PRINTERS SAN FRANCISCO Another branch of this company used Panel funds to retrain 24 employees for the same change in work methods.

CET PRECISION SHEET METAL The Center for Employment Training trained 38 unemployment insurance recipients in high quality sheet metal fabrication and machining for jobs with computer cabinet manufacturers.

CHAVEZ & ASSOCIATES This southern California training agency trained and placed 33 office automation technicians with small and medium-sized businesses.

CHANCELLOR'S OFFICE OF THE COMMUNITY COLLEGES INTERAGENCY AGREEMENT This office is assisting new and expanding California employers to train persons through community college programs for a variety of occupations.

MONTEREY COOKS The Foundation of Monterey Peninsula College trained 5 cooks for work in this resort area.

COLLEGE OF SAN MATEO AUTOMATED OFFICE SYSTEMS The College of San Mateo trained 30 persons in automated information processing and accounting systems for jobs with San Francisco Bay area employers.

COMPUTER LEARNING CENTER San Francisco Bay area businesses hired 47 computer programmers and operators trained by this private technical school.

CONTROL DATA BLUE SHIELD Other businesses hired 46 office workers laid off when Blue Shield closed its San Francisco offices. The workers were retrained by Control Data for their new jobs.

CONTROL DATA I 95 unemployed workers were trained as computer repair technicians by this private training center.

DEPARTMENT OF COMMERCE INTERAGENCY AGREEMENT The State Department of Commerce helped identify employers needing training in areas targeted for economic development and those impacted by the shutdown of major plants, and help it offer assistance to plants expanding or newly locating in California. These projects were developed:

COACHMEN INDUSTRIES With the cooperation of the California Manufacturers Association, the second largest manufacturer of recreational vehicles in the United States trained and hired 6 new employees for assembly sites in Riverside County.

NEC ELECTRONICS A major Japanese electronics firm expanding into Roseville, Placer County, trained and hired 15 wafer fabrication operators and technicians.

NUMMI UAW I AND II Two projects resulted in 36 team leaders and 264 team members being trained and hired for automobile assembly jobs at the New United Motors Manufacturing, Inc., plant in Fremont, Alameda County. This company is a joint venture between General Motors and Toyota.

SONOCO This plastic grocery bag manufacturer trained 25 workers for its new plant in Santa Maria.

EAST BAY SKILLS CENTER OFFICE AUTOMATION 1 office automation technician was trained and placed by this division of the Peralta Community College District.

ETP AGRICULTURAL CENTER MASTER AGREEMENT This contract developed with the University Foundation of California State University, Chico, on behalf of the Northern California Higher Education Council, retrained 273 farmworkers throughout the state in mechanics, welding, personnel supervision, and other skills to increase their working year and decrease their periods of unemployment.

BUTTE COLLEGE 2 agricultural maintenance technicians were hired by Sacramento Valley growers after training at this college.

CLOVIS ADULT SCHOOL 31 farmworkers retrained in vine and tree pruning and equipment operation, maintenance, and repair were hired by employers in Fresno and Madera Counties.

COLLEGE OF THE SEQUOIAS In Tulare, Kings and Fresno Counties, 12 farmworkers were hired following retraining in dairy milking, nursery work and farm equipment operation and maintenance.

GRIMMWAY FARMS A Bakersfield grower, processor, and shipper of carrots, Grimmway retrained 46 persons for work in its new freezer plant.

HANFORD 12 seasonal workers were retrained in dairy skills for work in Kings and Fresno Counties.

MERCED COLLEGE Retraining programs provided skills in agricultural maintenance and safety procedures to 48 farmworkers.

MODESTO JUNIOR COLLEGE Stanislaus County growers and workers benefited from this project which trained 6 farmworkers as tree and vine pruners, foremen, and equipment technicians.

SAN JOAQUIN DELTA COLLEGE 23 agricultural maintenance technicians were trained for year-round employment on San Joaquin County farms.

SHASTA COLLEGE 3 seasonally unemployed landscape installers found more work with Redding contractors following training in specialized skills.

VENTURA COUNTY Growers from this region hired 64 farmworkers who were retrained as agricultural supervisors and equipment technicians.

YUBA COLLEGE The college trained 26 unemployed farmworkers in agricultural maintenance, forklift operation, and related work in Yuba and Sutter Counties.

FEDERAL ENVELOPE This major manufacturer of envelopes, located in South San Francisco, retrained 15 persons to operate new automated equipment.

FIRST INTERSTATE BANCARD This expanding company moved to larger headquarters in the Simi Valley and hired 117 new operators for computer terminal systems and peripheral equipment. Simi Valley Adult School conducted the training.

FLEETWOOD MOTOR HOMES Butte College and Fleetwood Motor Homes trained 55 new employees in a variety of recreational vehicle production skills to staff a new mobile home plant in Chico.

FRITO LAY A new, computerized packaging operation necessitated retraining 29 workers at this Rancho Cucamonga plant.

GEORGIA-PACIFIC FORT BRAGG Because its traditional supply of large timber is depleted, this lumber company in Fort Bragg, Mendocino County, retrained 7 employees to maintain and repair new, state-of-the-art equipment specifically designed for processing smaller trees.

IBEW-NECA A project between the International Brotherhood of Electrical workers and the National Electrical Contractors Association in San Mateo resulted in retraining 35 electricians with outdated skills for jobs requiring high technology skills.

KAMAN Based in San Bernardino, this distributor of bearing and power transmission equipment trained 2 sales persons.

LA COOPERATIVA MASTER CONTRACT The Center for Employment Training on behalf of La Cooperativa Campesina de California, an association of training agencies serving farm workers, administered a master agreement to retrain 88 farm and cannery workers and other unemployed persons for high-demand occupations.

AVANTEK A manufacturer of microwave transistors, solid state microwave components and microwave assemblies, this Santa Clara company planned to train microwave technicians and testers. None were retained in employment for 90 days.

BROWN EQUIPMENT A family-owned business in Hanford, Kings County, Brown retrained 7 workers to manufacture electronically controlled dairy systems and operate a new computerized record-keeping system.

CNC 4 persons were trained and hired as production machine operators and numerical control machine operators in Ventura County.

CONTRACT SYSTEMS This minority-owned and operated electronics firm planned to expand into the Imperial Valley. Training occurred but no trainees were retained for 90 days.

GALLATY TRAILER Expanding its operations in Stanislaus and Solano Counties, this company retrained 11 persons to manufacture large-scale bottom dump trailers.

GLOBE-WEIS This growing manufacturer of office and stationery supplies and furniture trained 2 persons for work in its Fresno plant.

GROUNDSKEEPER Golf course operators in the Coachella Valley hired 10 groundskeepers at the end of training.

INSOLAIR This Vacaville employer trained and hired 3 people to manufacture tempered, insulated glass structural panels.

NCC COPIER REPAIR Unemployed workers were trained to sell and service machines for National Copy Corporation in Fresno but none were retained in employment for 90 days.

OLDERSHAW Following training in computer-assisted drafting, 1 person went to work for this Bakersfield engineering firm.

PCI A manufacturer and distributor of customized automotive products trained 1 person as a carburetor fabricator in Tulare County.

ROLM Workers trained in the installation and servicing of new communications products by this Santa Clara business were not retained in employment for 90 days.

SPIN PHYSICS This division of Eastman Kodak, located in San Diego, hired 6 trained workers to manufacture magnetic heads for camera equipment.

STUART BRAKE 37 newly hired Merced workers were trained to remanufacture drum brakes, a new product line for this company.

VOLTAGE MULTIPLIER This Visalia manufacturing firm trained and hired 1 technician for work on high-voltage test equipment.

WORKMAN ENTERPRISES A new computerized inventory and distribution system installed by this family-owned company in Exeter, Tulare County, necessitated retraining 5 employees.

LA ETP MASTER CONTRACT I Businesses and workers throughout Los Angeles benefited from this master agreement with Los Angeles Community College District. 555 workers were trained in the following training projects:

CAD ARCHITECTURE Los Angeles area architectural firms needed 187 drafter retrained to use new computer-assisted design techniques.

CAD/CAM AEROSPACE 141 workers were retrained in computer-aided design and manufacturing systems.

CARPENTER'S PREAPPRENTICE Basic skills for beginning carpenters were taught to 24 trainees to reduce the attrition rate of apprentices.

CARPENTERS MODULAR SYSTEMS 19 journeylevel carpenters in Los Angeles were retrained in the skills needed to install new prefabricated office interiors.

CNC MACHINISTS 142 employees of six Los Angeles aerospace firms were retrained in new manufacturing techniques and the operation of computer-controlled machining equipment.

COMPUTER MAINTENANCE TECHNICIAN The increasing use of microprocessors created a demand for computer maintenance technicians. 8 were trained.

OFFICE AUTOMATION Two projects trained 8 and 5 new office automation technicians respectively.

PACIFIC BELL CUSTOMER SERVICE Because of its need to tailor individual services for customers, this company retrained 18 workers.

PRINTING AND LITHOGRAPHY 3 trainees received instruction on state-of-the-art equipment for new printing jobs.

LA ETP CENTER MASTER CONTRACT II Under a second master contract with the Los Angeles Community College District 990 workers were retrained in new skills in the following projects:

APPAREL AUTOMATION 135 workers were trained in computer-assisted apparel production for jobs with Los Angeles garment makers.

CAD AEROSPACE II 144 drafters for various Los Angeles businesses learned computer-assisted drafting under this agreement.

CNC II Small businesses in the San Fernando Valley had 184 employees retrained in prototype and production machining techniques using computer numerical control equipment.

COMPUTER-ASSISTED PRINTED CIRCUIT BOARDS San Fernando Valley aerospace firms are converting to computer-assisted drafting to design printed circuit boards used in electronic equipment. This project retrained 71 drafters from different companies in the new technology.

ELEVATOR TECHNICIAN 59 elevator technicians were retrained in microelectronics to install and service elevators for Westinghouse Elevator Co. in Los Angeles, Ventura and Orange Counties.

MACHINE SHOP CNC Small businesses in the San Fernando Valley needed 113 workers retrained in computerized numerical control machining.

MICROCOMPUTER APPLICATIONS 75 employees of small San Fernando Valley businesses were trained to operate their employers' new microcomputers for clerical and fiscal tasks.

MOBILE CAD A mobile training van carried computer-assisted drafting training to 86 workers at various plant sites in Los Angeles.

PACIFIC BELL CUSTOMER SERVICE II 51 surplus telephone operators and clerical staff were retrained as customer service representatives after divestiture by AT&T.

PACIFIC BELL ELECTRONICS This company trained 5 electronic technicians in Los Angeles.

SAVINGS AND LOAN Because of deregulation, these institutions are greatly expanding their services. This project retrained 67 tellers for new jobs as savings customer representatives.

NTMA I The National Tooling and Machining Association trained 209 machine operators and machinist apprentices for jobs with small and medium-sized shops in Los Angeles and Orange Counties.

LA PUENTE UNIFIED SCHOOL DISTRICT Under three agreements, 3 computer repair technicians, 12 medical equipment technicians and 19 office automation technicians were trained for new jobs.

LOS RIOS FARMWORKERS I 39 farmworkers were trained as foremen and mechanics for growers in Sacramento, Yolo, Amador and Yuba Counties.

MCDANIEL RAILCAR INTERIOR SPECIALISTS 28 unemployment insurance recipients were trained in vehicle maintenance, repair, and fireproofing and hired by this Union City, minority-owned firm to refurbish Bay Area Rapid Transit cars.

MID-WILSHIRE CRC CORP. This organization, which has been active in helping Korean businesses establish themselves in California, trained 52 persons in automated office skills.

MODESTO SHEET METAL WORKERS 28 sheet metal workers in Modesto learned new welding skills to meet the demands of the food processing industry in this agricultural county.

NCHEC OFFICE AUTOMATION The Northern California Higher Education Council, working through the University Foundation of Chico State University, trained 8 office automation technicians for jobs with Butte County employers.

NORTH COAST CARPENTERS Carpenters in north coast counties were losing jobs to outsiders because they lacked welding, blueprint reading and other skills required in new construction. 26 workers were retrained.

NORTHERN TELECOM I The second largest manufacturer of telecommunications equipment in the U.S., this company trained and hired 91 persons to fabricate silicon wafers and service equipment in San Diego and Santa Clara.

CALIFORNIA STATE UNIVERSITY AT NORTHRIDGE LETTER OF INTENTION The Panel administratively set aside funds for a partnership project between the university and the Los Angeles County Private Industry Council to promote economic development through job training in Los Angeles. The following contracts were developed under this arrangement:

AMI The second largest for-profit health care system in the world implemented a new computerized scheduling and management system in its California hospitals. This project retrained 160 employees.

AUTOMOBILE SPECIALTY 15 unemployment insurance recipients learned to install automobile sunroofs for American Specialty Co., a firm expanding into Compton.

CIGNA HEALTHPLAN This company, which operates 27 health centers in Southern California, retrained 38 employees for computerized claims processing.

LAMINATION TECHNOLOGY, INC. This company trained 47 persons for jobs in Santa Ana manufacturing laminate materials used in circuit boards.

SPECIALTY RESTAURANTS Because it relocated and centralized its support functions and switched to automated, advanced computer systems in Long Beach, this company retrained 27 employees.

NORTHROP CORPORATION This growing aircraft company trained 6 numerical control programmers in El Segundo.

OCEANIC/PELAGIC These jointly owned San Leandro companies trained 4 unemployment insurance recipients to manufacture underwater diving equipment.

OPERATION SECOND CHANCE This privately owned school trained and placed 9 persons to operate computer equipment for San Bernardino and Riverside employers.

POLLY PRIEST BUSINESS COLLEGE 16 unemployment insurance recipients retrained by this minority-owned school helped meet Oakland employers' need for trained office personnel.

PRICE PFISTER In order to compete with Asian and European imports, this San Fernando Valley manufacturer of plumbing fixtures trained 96 persons to operate its new, computerized manufacturing system.

Q-TRONIX 5 electronics fabricators were trained for work on this Oakland employer's military contracts.

RAYCHEM This San Carlos plastics manufacturing company, which is converting to research and development, retrained 23 employees in computer operations.

RENAISSANCE OFFICE MACHINE TECHNICIAN II This San Francisco training agency trained 26 unemployment insurance recipients in office machine repair.

ROHM AND HAAS This chemical manufacturer in Redwood City retrained 24 employees who were retrained in manufacturing and handling of hazardous materials.

ROHR INDUSTRIES A leading supplier of advanced aircraft engine casings and thrust reversers, Rohr trained 218 employees in San Diego to operate a computerized production and management control system.

ROSEBURG LUMBER CO. MT. SHASTA AND WEED This Oregon company expanded into Northern California. Two different projects helped the company hire and train 7 mill workers in Mt. Shasta and 48 in Weed.

SACRAMENTO ELECTRICAL JOINT APPRENTICESHIP 20 journeylevel electricians were retrained to install and service programmable controllers.

SACRAMENTO MICROPROCESSOR I 30 employees of small businesses were retrained by the Los Rios Community College District as microprocessor technicians.

SACRAMENTO SHEET METAL New skills in welding, blueprint reading and drafting were taught to 28 sheet metal workers in order to increase their work and reduce time spent on unemployment.

SAN FRANCISCO MCI The second largest coast-to-coast long distance telecommunications company retrained 36 office workers in microcomputer operations in San Francisco.

SAN MATEO CNC MACHINISTS 49 machinists were retrained in computerized numerical control machining for jobs with small shops.

SAN MATEO SHEET METAL The sheetmetal joint apprenticeship committee in San Mateo County trained 35 journeylevel workers in new skills to increase their time on the job and reduce the drain on the unemployment insurance fund.

SANTA CLARA IBEW-NECA Due to a shortage of electricians trained in electronics, process, instrumentation and programmable control, the International Brotherhood of Electrical Workers and the National Electrical Contractors Association planned to train 19 workers in these skills in Santa Clara County. Training was ended when the contractor determined that sufficient work was available for workers in skill areas for which they were already trained.

SAWYER COLLEGE OFFICE AUTOMATION 16 unemployed workers were trained and hired as office automation technicians in Santa Clara County.

SVENHARD'S BAKERY This expanding Oakland bakery trained 27 new employees.

TECHNOLOGY EXCHANGE CENTER LETTER OF INTENTION This commitment of funds helped support training in fast-growing Orange County.

ELPAC This Santa Ana company changed its product line from linear-type power supply components to switcher types. Its trainees were not retained in employment for 90 days.

FMC II The fluid control division of this company in Brea, Orange County, retrained 14 employees in office automation skills.

PACIFIC STEREO I A project with this home entertainment firm trained 33 repair technicians.

PARKER HANNIFIN 72 designers, drafters and clerical workers facing layoff were retrained to operate automated equipment purchased by this Irvine manufacturer of hydraulic components.

TRULINE CORP. 5 workers were retrained to operate state-of-the-art equipment for this circuit board manufacturer in Visalia, Tulare County.

UAW MACHINIST In Santa Clara County 69 persons were retrained as machine operators for work in small shops.

VALLEY BAKERY A bakery which makes loaf and cracker bread in Fresno retrained 15 production and packaging workers to operate its new, high-speed production equipment.

VIDEO PREVIEW A producer of videotapes and films for real estate companies, Video Preview trained and hired audio-visual technicians but did not retain them for 90 days.

YUBA FARMWORKERS 48 farmworkers in Yolo, Yuba and Sutter Counties were retrained in vehicle and equipment maintenance to increase their number of months of employment each year.

CONTRACTS NOT COMPLETED DURING THE YEAR (1985-86)

Following are summaries of projects approved by the Employment Training Panel but not completed by June 30, 1986.

ACCESS OFFICE AUTOMATION Businesses in Contra Costa County are experiencing difficulty in hiring and retraining skilled office automation personnel. To meet this need, Access Computer Training is retraining 60 employees of small businesses in the area as well as 20 unemployed persons.

AIRCAL Because it is adding new aircraft to its fleet, this California-based airline is training and hiring new employees and retraining current employees for work in flight and ground crews and as customer service and reservation agents. 1,010 persons will be trained statewide.

ANTELOPE VALLEY COLLEGE-ROCKWELL This Los Angeles County college is training 128 mechanics and electricians to inspect Rockwell's B-1 bombers.

ARMSTRONG TIRE CO. The largest employer in Kings County was informed that without a cost-reduction plan it would probably close. Working together, union and management devised a plan to improve productivity. As part of that plan the company is retraining 550 employees in manufacturing and administrative occupations.

BANK OF AMERICA LETTER OF INTENTION Because of technological change and reorganization of operations, the bank is retraining employees in new commercial and automated services. Individual projects are helping the bank maintain its market share and streamline its branch services while preventing layoffs.

APT Installation of Application Productivity Technology, a new, sophisticated computer system that permits users to do more work in less time, means that the bank has to retrain 320 employees.

BUSINESS SERVICES Because the bank is acquiring a new, state-of-the-art computerized payroll system, 80 customer service representatives are being retrained to provide payroll services for subscribing businesses.

COMPUTER OPERATOR I 45 bank employees whose jobs were eliminated are being retrained as computer operators as part of the bank's redeployment of staff.

CUSTOMER SERVICE AND SALES OFFICER Branch employees whose jobs are threatened by new technology are being retrained as customer sales and service officers. Retraining is being provided for 1,000 persons throughout the state.

TRACE AND ADJUSTMENT The processing of checks, vouchers, and money orders is a major operation at the Bank of America. Because it is installing a new computerized item processing system, the bank must retrain 210 persons whose jobs are threatened.

TRUST DIVISION II This agreement continues training approved by the Panel in 1984. Delays in implementing the bank's "Masternet" accounting system meant the first project was not completed. This project provides for training for 328 employees.

WANG OFFICE AUTOMATION 150 clerical workers are being retrained to use computers instead of manual operations.

BANKERS EXECUTIVE In order to comply with current government regulations and eliminate losses, five independent banks in Los Angeles must either retrain or lay off many employees. Bankers Executive Resource, a financial consulting and training company, is retraining 50 employees in loan documentation skills.

BAY ALARM A family-owned business which started in 1946, this Oakland-based Company is expanding throughout the state and needs to train and hire 25 new systems installers and retrain 18 currently employed workers.

BAY AREA COUNCIL LETTER OF INTENTION This San Francisco Bay Area business and education organization has received two fiscal setasides from the Panel to develop job training programs for its members in nine San Francisco Bay Area counties.

GALLAGHER'S RESTAURANTS Three restaurants in Oakland's Jack London Square are retraining 36 current and 15 new employees for work in cooking and office automation skills.

OAKLAND TRIBUNE This minority-owned newspaper in Oakland is introducing new computer systems to increase productivity and remain competitive. To meet the demands of the new system, 102 employees are being retrained in computer operations.

RAYCHEM II This San Carlos plastics manufacturing company, which is converting to a research and development operation, is retraining 374 workers in microcomputer operations.

BAY AREA NTMA 220 unemployment insurance recipients are learning entry-level machining in the San Francisco Bay area training center operated by the National Tooling and Machining Association.

BAY AREA ROOFERS The Associated Roofing Contractors of the Bay Area and the United Union of Roofers, Waterproofers and Allied Workers, Locals 40 and 81, are retraining 74 employed and unemployed journeylevel roofers from the San Francisco area in one-ply roofing.

BAY AREA URBAN LEAGUE This non-profit community agency serving five San Francisco Bay Area counties is training 42 office automation specialists and computer operators for 20 businesses.

BECHTEL Three divisions of this company in San Francisco and Norwalk will retrain 118 drafters and designers to use new computer systems.

BI-PLEX 60 computer repairers and operators are being trained by this minority-owned training agency in Los Angeles.

BUSINESS LABOR COUNCIL LETTER OF INTENTION This letter of intention with the Riverside Community College District and the San Bernardino/Imperial/Riverside Business Labor Council and the Panel has resulted in the following agreements:

AMERICAN GUILD OF CABINETMAKERS 50 unemployed workers are being trained in high technology methods of cabinet production at this new California firm in Imperial County.

CALIFORNIA CHEESE COMPANY The first work force of 25 persons for California's only fully computer-controlled cheese plant is being trained at a new, $110 million facility in Corona.

CONTINENTAL CONSULTING This bookkeeping and accounting service is training 33 sales, field, and tax representatives to fill openings in its Southern California branches.

KAISER To remain competitive, the Fontana office of the Kaiser Foundation Health Plan is retraining 32 persons in the operation of a fully automated, mainframe computer system for patient scheduling.

MILLER'S OUTPOST Expanding rapidly, this company is opening more than 30 new stores a year. 47 employees in the Ontario distribution center are being retrained to operate a new, automated allocation and merchandise control system which will help the company meet individual store needs.

BURROUGHS CORP. Burroughs has installed a new manufacturing resource planning system at its Mission Viejo facility. 110 employees must be retrained or face layoff.

CALIFORNIA STEEL INDUSTRIES, INC. This new company purchased and reopened portions of the closed Kaiser steel plant in Fontana, San Bernardino County. 137 workers, mainly people laid off when the old mill closed, are being retrained to produce highly finished steel using new processes.

CAMPBELL SOUP To improve current processes at its Sacramento plant, Campbell converted its systems from manual to electronic control. 24 instrument and electronics mechanics are being retrained to operate and maintain the new equipment.

CAREER PLANNING CENTER BROKERAGE SPECIALIST Due to a continuing need among employers for skilled broker's sales assistants and operations staff, the Career Planning Center is training 51 unemployment insurance recipients and recent exhaustees for these positions.

CARTER HAWLEY HALE As part of its continuing emphasis on customer service, this company developed two separate contracts to train 3,630 sales associates and managers in various locations throughout the state.

CHDC SMALL BUSINESS TRAINING The California Human Development Corp. is working to develop and administer training projects for small businesses in Solano, Sacramento and Yolo Counties. 100 unemployed persons are to be trained.

CLOVIS CAD Fresno County firms will retain 30 drafters after they receive instruction in computer-assisted drafting from the Clovis Adult School.

CALIFORNIA MANUFACTURERS ASSOCIATION The Panel has reserved training funds for projects developed by this association under three master contracts and a letter of intention.

CONTAINER CORP. Under three separate projects, 83 workers in Santa Clara and Vernon, Los Angeles County, who recycle waste paper and convert it into usable cardboard products, are being retrained in computerized control systems.

CONTINENTAL CAN To maintain its new, computerized production line system, this beverage can manufacturer is retraining 38 employees facing layoff at its Union City, Alameda County, plant.

CUBIC CORP. This diversified company is retraining 314 persons to operate a new, computerized material and inventory control system at its San Diego facility.

GENERAL CABLE II Because it is expanding its facility in Lindsay, Tulare County, this manufacturer of large telecommunications cables is training 38 new employees.

GENERAL MOTORS One of two surviving automobile plants in California, this Van Nuys facility is training 174 workers to operate its new spray paint system and 123 electricians and welders to maintain its computer-controlled assembly equipment.

GREAT WESTERN Due to deregulation, the rapidly changing loan market and product diversification, this savings and loan institution is retraining 1,025 employees statewide.

HOME FEDERAL Due to competition and deregulation in the home loan market, Home Federal is changing its focus from account maintenance and order taking to sales and maintenance of multiple accounts. As a result, 413 employees are being retrained throughout the state.

HUGHES AIRCRAFT As part of Hughes' response to quality standards imposed by the Department of Defense, the company is retraining 450 assemblers, inspectors and test equipment technicians at its El Segundo plant.

IT CORP. 25 hazardous waste team members are being trained and hired in Wilmington and Martinez to work for this firm's emergency response unit.

KAL KAN One of many California companies retooling for greater productivity, this pet food processor installed computerized manufacturing equipment in its Vernon, Los Angeles, plant. 97 workers are being retrained.

LOCKHEED Instead of laying off workers with obsolete office skills, this company is retraining 200 Burbank support staff in new, automated office techniques to keep them employed and productive.

MCDONNELL DOUGLAS 20 technical writers are being trained for this aerospace firm's Long Beach facility to develop, write and edit technical manuals.

NORTHROP Under two projects with the Panel, Northrop's aircraft division in Burbank is retraining 36 workers to repair electronic components and 90 drafters and designers to operate computer graphic systems.

PACIFIC VALVES This Long Beach manufacturer of custom valves for the petrochemical and energy industries is retraining 160 employees to work on its new work cell manufacturing system.

PRIAM II 230 cleanroom assemblers and printed circuit board assembly workers will be retrained in new techniques to help this San Jose company stay productive and competitive.

PROCTER & GAMBLE 225 people, more than half of the workers in this company's Modesto plant, are being retrained to manufacture a more absorbent disposable diaper.

R.R. DONNELLY AND SONS Because of the increase in the number and size of its contracts, this major printer is training and hiring 40 employees.

ROCKETDYNE The Canoga Park division of Rockwell Corp. is retraining 22 workers to use robotic welding equipment.

ROCKWELL 450 technical staff, technicians and paraprofessionals are being retrained by this Southern California aerospace company in computer software mandated by the Department of Defense.

SOLAR TURBINES Under three separate projects, this subsidiary of Caterpillar Tractor Co., which designs, manufactures and installs gas turbine systems in San Diego, is retraining 90 workers to use computer-assisted drafting terminals linked to a large data base; training 53 office automation specialists; and training 110 machinists to operate a laser machinery center at its San Diego plant.

SUNDSTRAND TURBOMACH To keep Turbomach competitive in the aircraft and aerospace industries, Sundstrand has purchased office automation equipment for its San Diego office. 30 clerical personnel are being retrained.

VIACOM As part of its shift from installing cable TV systems to maintaining them, this firm is retraining 207 technicians and customer service representatives. Training is taking place at 14 Northern California sites.

WESTERN KRAFT PAPER 25 unemployment insurance recipients are being trained to operate computer-controlled production equipment at a new box plant in Sanger, Fresno County.

CHANCELLOR'S OFFICE OF THE COMMUNITY COLLEGES INTERAGENCY AGREEMENT This office is assisting new and expanding California employers to train persons through community college programs for a variety of occupations.

BAKERSFIELD AUTO ELECTRONICS To meet the need of 19 Kern County auto repair shops for employees trained in the electronic circuitry in late model cars, Bakersfield Community College is retraining 88 mechanics who faced unemployment because of technological change.

CERTAINTEED Merced Community College is retraining 33 maintenance technicians who lacked needed electronic, mechanical and microprocessor skills for this insulation, roofing and siding manufacturer.

CONTRA COSTA COLLEGE Several dozen small businesses in west Contra Costa County will gain new workers with office automation skills through this training program for 340 persons.

CUYAMACA AUTOMOTIVE 19 automotive repair shops working with the local chapter of the Automotive Service Council and Grossmont Cuyamaca Community College District in San Diego County are retraining 45 persons in computerized automotive electronic circuitry.

DEL MANUFACTURING This Oxnard defense company is retraining 12 current employees and adding 5 new ones as computer numerical control specialists.

GLENDALE COMMUNITY COLLEGE Instruction in office automation systems is being given by this college to 818 Glendale area residents.

KAISER PERMANENTE To remain competitive, the Southern California Permanente Medical Group in San Diego County is switching from manual operation to a fully automated mainframe computer system for patient scheduling. 183 current employees who need retraining in the new computer system are being taught new skills.

WESTINGHOUSE ELEVATOR CO. 40 elevator repair technicians who were in danger of layoff if not retrained in new microelectronics skills are being retrained in San Francisco.

COEN COMBUSTION In a move to standardize and enhance productivity, this firm relocated to a largely computerized facility in Woodland, Yolo County. A retraining program for 44 employees is helping them to fabricate, assemble, inspect, and manage the flow of Coen's burner equipment and combustion systems.

COLLEGE OF THE REDWOODS This Humboldt County school is training 20 computer numerical control machinists for jobs in northern California.

COMMUNICATIONS BRIDGE A non-profit training agency founded by minority professionals in the entertainment business is training 82 persons for behind-the-camera jobs in Hollywood.

CONTROL DATA CORP. Control Data Institutes are training the unemployed for jobs in office automation and computer repair. One contract is targeted specifically for veterans.

CSM MICROWAVE II The San Mateo Community College District is repeating a successful project by retraining 50 unemployed persons as microwave technicians.

CUBIC CORP. Defense contract bidders are now required to use a new computer language and the concepts and applications of artificial intelligence. To remain competitive, Cubic, one of San Diego's largest employers, is training 211 computer programmers and technical writers to use these systems.

CUSTOM CHROME CO. Located in Morgan Hill, Santa Clara County, this designer and distributor of motorcycle parts and accessories and leather apparel is expanding its workplace and its work force. Custom Chrome will hire and train 84 employees in assembly, office and other occupations.

CVOC BLUE SHIELD Under this agreement, 432 office workers to be trained in Merced in various insurance office occupations for work at new Central Valley service centers.

CVOC c.d.SPECTRUM Because of increased production, Spectrum is training 28 fabricator-assemblers for its new Merced plant.

CWA PACIFIC BELL CUSTOMER SERVICE A joint Pacific Bell-Communications Workers of America training committee is supervising retraining of 400 Pacific Bell telephone operators, craft, and clerical workers for new jobs as customer service representatives throughout the state.

DEL MONTE The merger of two R.J. Reynolds subsidiaries, Del Monte and Nabisco, means the consolidation of business functions and the expansion of Del Monte's San Francisco data center. As a result, 131 Del Monte employees are being retrained to use Nabisco's computer system.

DENNY'S This restaurant company is reorganizing its accounting functions and adding a new product line, Mother Butler Pies. As part of this effort, 64 employees in La Mirada will be cross-trained to handle additional accounting functions, and 30 new production workers and bakers will be hired to prepare pies at a new facility in Santa Fe Springs.

DICALITE A manufacturer of filters and filter aids, this Burney, Shasta County, company plans to hire and train 28 new workers.

DISABLED PROGRAMMERS INC. Priority was given to disabled persons for training with this San Jose school. 20 unemployed persons are learning computer programming.

ECONOMIC DEVELOPMENT CENTER MASTER AGREEMENT Training for firms locating or expanding in California will be provided through this statewide project. The California Association for Local Economic Development, the Northern California Higher Education Council and the University Foundation, California State University, Chico, are cooperating in planning, marketing, and administering training programs for workers who need jobs.

AVALON BAY FOODS 30 employees of this expanding frozen fish packaging company in Yuba City, Sutter County, are learning to operate automated equipment.

CHICO-SAN Because of the popularity of its puffed rice crackers, this division of H.J. Heinz is retraining 52 employees to staff its expanded operation in Gridley, Butte County.

EXIDE CORPORATION As part of an economic development package to save their jobs, 164 long-time employees in Visalia, Tulare County, are being retrained to manufacture wet cell batteries along with 42 new employees.

HOME DEPOT 212 employees will be hired and trained to work in this home improvement company's two new San Diego County stores.

HOPPER, INC. Because it is automating its information, inventory and production processes, this Bakersfield producer and distributor of medical, welding, and industrial products is training 25 new employees and retraining 70 current workers.

INLAND CONTAINER CORP. As part of its expansion, this corrugated paper manufacturer will train and hire 40 production workers to staff its new plant in Ontario, San Bernardino County.

KENTUCKY FRIED CHICKEN 80 assistant managers are being trained by KFC National Management under a plan to reduce turnover and improve management quality.

MALCOLM BROCK A San Joaquin Valley department store chain, this family-owned business is retraining 102 employees to operate a new, computerized information system.

MARDEN SUSCO, INC. Because of rapid expansion, this company is retraining 70 employees to use its computer system at various Southern California sites. In addition, 5 new employees will be hired and trained as sales technicians.

R&W PRODUCTS, INC. 50 newly-hired workers and current employees are being retrained for this expanding company in Auburn, Placer County. The company manufactures precision, high-purity ceramics for the aerospace, medical, nuclear and defense industries.

ROYALTY CARPET CO. Because it opened a new plant in Porterville, Tulare County, to manufacture yarn for its mills, Royalty must hire and train 13 employees to operate and maintain its equipment.

SACRAMENTO TECHNOLOGY, INC. This company which produces load-bearing fiberglass panels is training 80 new workers as equipment operators and technicians.

VON'S GROCERY To enhance the administrative capabilities of this growing company, 171 employees at the El Monte headquarters are being retrained as analysts, and accounting, management information, and administrative technicians.

FLEETWOOD This Chico company's second agreement with the Panel funded training for 234 workers who are learning to manufacture a new wood-framed motor home.

FMC CORP. Under three agreements 140 workers are being retrained in computerized-drafting in the ordnance division of this San Jose defense contractor; another 30 are being retrained to use robotic painting and welding equipment and 400 laid-off employees are receiving on-the-job training with new employers.

FOOTHILL SEMICONDUCTOR PROCESSOR The Foothill-DeAnza Community College District planned to train 387 semiconductor processors for jobs in the Santa Clara Valley.

FOSTER FARMS To avoid displacing its workers, Foster Farms is retraining 45 employees to operate computerized systems at its administrative center in Livingston, Merced County.

FRESNO SHEET METAL Needed skills in blueprint reading, welding and drafting are being taught to 49 sheet metal workers in Fresno.

FROZEN FOOD TECHNICIANS 90 workers are being retrained as frozen food technicians for off-season work in four food processing plants in Watsonville, Santa Cruz County.

FUTURE TECHNICAL INSTITUTE This Ventura County school is training 33 persons in computer repair.

GEMCO 1,246 employees throughout the state were to be retrained to operate this retail company's automated system for price and inventory control and merchandise availability.

GRACE OFFICE AUTOMATION While automating its corporate headquarters, this statewide building supply company was acquired by Wickes Company, Inc. Wickes has assumed the contract and is retraining 226 employees in Diamond Bar, Los Angeles County.

HYUNDAI STEEL A Korean-owned company is expanding operations in Southern California. Hyundai will train 300 unemployment insurance recipients and current employees to manufacture aluminum dump trailers and railroad cargo containers in Long Beach.

INDUSTRY EDUCATION COUNCIL LETTER OF INTENTION This letter establishes a procedure for the state council and 30 local councils to work with the Panel to develop training programs.

GENERAL TELEPHONE Developed in cooperation with the Communication Workers of America, this project is retraining 846 workers whose previous jobs were eliminated.

INTEGRATED DEVICE TECHNOLOGY A manufacturer of very large scale integrated circuits, IDT plans to open a major new plant in Salinas, Monterey County, an area hard-hit by plant closures. The company plans to train 275 persons as silicon wafer operators and technicians.

KERN COUNTY PARAMEDICS II Certified paramedics are needed to provide uniform, quality emergency care in Kern County. 25 paramedics are being retrained in advanced skills.

LOS ANGELES COMMUNITY COLLEGE DISTRICT MASTER AGREEMENT III Businesses throughout the area benefit from this agreement between the Panel and the Los Angeles Community College District to train unemployed and potentially unemployed workers. Projects include:

ANHEUSER BUSCH To service computers which operate its processing and packaging operation, this major brewery is retraining 15 electricians facing layoff at its Van Nuys facility.

APPAREL AUTOMATION II 53 apparel industry workers are learning computerized pattern marking and grading.

CAD AEROSPACE III A continuation of a successful project to train workers whose jobs were threatened by obsolete skills, this project is providing training for 95 people in computer-assisted design.

CAD ARCHITECTURE II This project is training 159 drafters in computer-assisted design techniques for continued employment with architectural firms.

CNC III 81 aerospace workers are being retrained in computerized numerical-control machining for General Dynamics.

GARRETT AIRESEARCH This firm's industrial division, which manufactures turbochargers at four Los Angeles area plants, is retraining 120 production employees to use its new computerized defect prevention system.

KAISER BELLFLOWER This health care organization is retraining 242 certified radiology technologists who would lose their jobs if not certified to operate fluoroscopy equipment under new state standards.

KAISER FLUOROSCOPY 255 fluoroscopy technicians who do not meet new state requirements are being trained in this medical specialty so they may remain employed at various Southern California sites.

KAISER OPTICAL MANUFACTURING Southern California Permanente Medical Group is retraining 65 technicians in the computerized production of lenses at its Glendale Optical Laboratory.

MCI Because of the rapid growth of microwave technology, this firm needs to train and hire 56 telecommunications technicians to meet its need for more skilled employees.

MICROCOMPUTER II 264 clerical and fiscal workers are being retrained to effectively use microcomputers.

MOBILE CAD II 35 San Fernando Valley drafters and tool designers will be retrained in the use of computer-aided design equipment.

MOBILE OFFICE AUTOMATION 299 employees of several large San Fernando Valley employers will be retrained in office automation skills with training provided in a mobile van.

MACHINE SHOP CNC II 66 machinists are being trained in computer numerical control operations to increase their companies' productivity. A consortium of 10 San Fernando Valley small businesses is participating in this program.

LA NTMA II AND III A continuation of a successful project, the Los Angeles chapter of the National Tooling and Machining Association is training 165 workers under one agreement and 234 under another for machine operator and machinist jobs in small shops.

LONG BEACH/ORANGE COUNTY SHEET METAL Training in the repair and maintenance of air conditioning units as well as reading blueprints and doing minor drafting is being given to 73 workers.

LOS RIOS FARMWORKERS II Seasonal farmworkers in Sacramento and Yolo Counties will have their months of employment extended by training in the maintenance and repair of farm equipment. 22 are being trained.

MILGARD MANUFACTURING To staff its new plant in Temecula, Riverside County, this firm will hire and train 78 persons to fabricate aluminum and glass windows and doors.

MODESTO JUNIOR COLLEGE OFFICE AUTOMATION I AND II Because of the success of the college's first project with the Panel, it had a waiting list of employers who need to retrain employees to use automated office equipment. 160 workers are training under the first agreement and 200 under the second.

MONTGOMERY WARD Unemployed persons are being trained and hired by this mass merchandising company for sales jobs in stores throughout California. Additionally, the company is training current employees in personnel and supervisorial occupations. A total of 954 workers will be trained.

MOSELEY ASSOCIATES To support projected sales increases, this technology-based services and products company in Santa Barbara County installed a business information system. 45 employees are being retrained to operate it.

NORTHERN CALIFORNIA FOUNDRY MOLDERS The Molders and Coremakers Joint Apprenticeship and Training Committee is helping retrain 400 foundry workers from 28 Northern California companies to process non-ferrous metals.

NORTHERN TELECOM II 327 workers in Northern Telecom's San Diego semiconductor chip factory are being retrained in new, cost-effective work methods under one agreement. Under a second, 60 employees are being retrained as product testers at the company's Santa Clara facility.

NORTHRIDGE (CALIFORNIA STATE UNIVERSITY) LETTER OF INTENTION Funds were set aside for a partnership among the Panel, the university, and the Los Angeles County Private Industry Council to promote economic development through job training in the Los Angeles area.

ADMAR This health claims processing business in Orange is retraining 52 persons to operate a computerized system that serves more than 150,000 health plan enrollees.

AETNA INSURANCE CO. Aetna acquired the health insurance account for Hughes Aircraft Co. and will hire and train 53 new employees in order to provide claims service.

AMI IPPS American Medical International implemented a new, automated purchasing system in its 23 hospitals. This project retrained 114 employees to operate it.

API ALARM SYSTEMS This security system provider is switching to an automated system to better serve its customers. 107 dispatchers and other technicians are being retrained at five facilities.

DATABILL A provider of billing consultation and computer training for the dental and medical professions, this company is retraining 72 of its employees in a new, computerized information and word processing system.

HOLLYWOOD REFRIGERATION California's largest distributor of kitchen appliances to property management companies, owners, and developers is retraining 60 current employees in new, automated systems.

NORTHWESTERN NATIONAL LIFE This group health and life insurance company is retraining 102 claims examiners in new procedures and medical diagnostic codes and to operate its new software system.

SOUTHERN CALIFORNIA PERMANENTE MEDICAL GROUP The installation of an automated patient scheduling system means this health care provider must retrain 93 appointment clerks in Panorama City.

NORTHROP UNIVERSITY Projected growth in the aerospace, computer and microelectronics, and machine tooling industries caused this Los Angeles school to plan training for 211 computerized manufacturing technicians.

NUMMI IV 260 employees of this joint-venture by General Motors and Toyota are being crosstrained as general maintenance mechanics. United Auto Workers Labor Employment Training Center is cooperating in the training at NUMMI's Fremont, Alameda County, facility.

OLE'S SALES ASSOCIATES Training in product availability, service characteristics and general customer service is being given to 2,430 employees of this home center chain.

POPPY FOOD CO. II Under its second agreement with the Panel this Dinuba, Tulare County, poultry processor is retraining 30 employees while hiring and training 30 new workers to operate newly purchased equipment.

PRICE PFISTER II The third largest manufacturer of plumbing fixtures in the United States, this company is retraining 130 employees to operate its computerized management and scheduling system. 15 other workers are being hired and trained as polishers.

PRINTING INDUSTRIES OF NORTHERN CALIFORNIA This association of companies is training 40 unemployed persons in printing skills for work in San Francisco Bay area printshops.

PROTEUS A&P FENCE & TRELLIS In Visalia, Tulare County, an agricultural fencing company will hire and train 12 workers to staff its expansion. Proteus Training and Employment is assisting the employer.

PROTEUS NASSCO 8 persons are being trained for four manufacturing occupations by NASSCO, a Lancaster company which produces diamond-coated cutting tools. Proteus Training and Employment is assisting the employer.

RAINBOW WORKERS A new, worker-owned cooperative in Oakland that sews tents, sleeping bags, parkas and other outdoor equipment, planned to cross-train 50 workers in order to enhance productivity and prevent layoffs.

RAWHIDE FLEXIBLE CIRCUITS This new business locating in Tulare County planned to train 66 workers to manufacture multi-layered circuit boards.

RAYTEK, INC. Domestic and international competition in the infrared instrument industry is causing 45 employees of this Santa Cruz company to be retrained to operate a "just in time" inventory control and operating system to eliminate waste and cut operating costs.

RICOH CORP. 29 current employees in San Jose whose jobs are in jeopardy because the company moved its assembly operations to another location are being retrained as electro-mechanical technicians so they can continue working.

ROHR INDUSTRIES II This agreement will train 766 employees who will use a new centralized, integrated business system for the manufacture of military and commercial aircraft components.

SACRAMENTO AND NORTHERN CALIFORNIA ROOFERS A new, one-ply system of roofing that replaces hot asphalt has made some roofers' skills obsolete. 50 roofers are being trained in the new system.

SACRAMENTO CABLE TV 25 unemployed workers are being trained to install cable television in Sacramento and nearby Folsom and Galt.

SACRAMENTO MICROPROCESSOR II This employer-approved course is being conducted by Sacramento City College for 5 workers who must be retrained to repair and maintain electronic components.

SAGA CORP. A leading food service company, Saga planed to expand while reducing corporate costs. To meet these needs, 107 unemployment insurance recipients were to be trained and hired and 37 current employees retrained in various California locations.

SAN DIEGO RETC RMI In National City, San Diego County, RMI planned to retrain 10 workers for the construction of advanced marine vehicles.

SAN DIEGO RETC TELEDYNE RYAN 160 new employees are being trained and hired to fabricate and assemble parts for a new army helicopter.

SAN FRANCISCO IBEW-NECA 55 journeylevel electricians who need high technology skills are being trained under this agreement.

SAN JOAQUIN VALLEY IBEW/NECA The International Brotherhood of Electrical Workers JATC working with the National Electrical Contractors Association is retraining 29 electricians to install and maintain programmable controls in new buildings.

SAN JOAQUIN VALLEY PARAMEDICS The San Joaquin Valley Health Consortium is training 34 certified paramedics for work in Fresno, Kern and Madera Counties.

STATE DEPARTMENT OF EDUCATION INTERAGENCY AGREEMENT Under an interagency agreement with the Panel, the SDE is coordinating training projects with school districts throughout California:

> **CLOVIS AGRICULTURAL TECHNICIANS** Farmworkers often experience regular periods of unemployment due to limited skills and the cyclical nature of crops. 40 farmworkers are being retrained in agricultural equipment maintenance and service, pesticides management, and communications by Clovis Unified School District in Fresno County.
>
> **CAD II** Due to the success of its first computer-assisted drafting project with the Panel, Clovis Unified School District is retraining another 153 drafters and designers for Fresno area firms.
>
> **OFFICE AUTOMATION SPECIALIST** Many of the largest employers in Fresno County are automating their office operations. To prevent resulting layoffs, Clovis Unified School District will retrain 240 clerks, secretaries, bookkeepers, and other office employees.

SHINKO ELECTRIC AMERICA A Japanese electronics firm expanding into Manteca, San Joaquin County, Shinko will hire and train 10 persons for the manufacture of components for the electronics industry.

SIERRA PACIFIC This manufacturer of wood products is training 77 woodworkers to make door moldings and frame assemblies at its new site in Richfield, Tehama County.

SIMPSON TIMBER II 101 employees of this Korbel, Humboldt County, sawmill are being retrained in new production processes as part of the mill's modernization program.

SVENHARD'S SWEDISH BAKERY II This Oakland bakery will retrain 60 current employees and train 60 new ones to staff its expanding business.

TECHNOLOGY EXCHANGE CENTER LETTER OF INTENTION This commitment of funds was made to ease shortages of trained labor in Orange County. Projects developed are:

FMC I This international producer of machinery and chemicals needs to retrain 92 persons to operate new equipment at its fluid control division in Brea, Orange County.

HUGHES II 780 workers were to be trained in high-reliability soldering.

HUGHES AIRCRAFT At its Irvine plant, Hughes is converting its existing computer system to an IBM COPICS II business system and must retrain 181 employees to operate it.

KAISER PERMANENTE To remain competitive Kaiser Permanente Groups in Orange County are switching to automated patient scheduling. 101 employees are being retrained to use it.

U.S.DIVERS CORP A worldwide manufacturer of underwater diving equipment, this Santa Ana company is retraining 25 employees with obsolete skills to assemble new multi-state regulators and gauges. Another 25 employees are being retrained as electricians, order processors, customer service representatives and computer-assisted drafters.

UAW LETC DOUGLAS/ROCKWELL 1,050 unemployed workers are being trained by the United Auto Workers Labor Employment Training Corp. as electrical and structural assemblers for work at the Douglas Aircraft Co. in Long Beach and Rockwell International Corp. in Palmdale.

YUBA FARMWORKER TRAINING II Designed to teach farmworkers the skills that would extend their months of work each year, this second agreement is for training for 22 farmworkers.

ZACKY FARMS Modernization of egg incubation and new brooding and feeding systems as well as additional processing lines is causing this Fresno poultry processor to retrain 674 workers.

CONTRACTS TERMINATED PRIOR TO COMPLETION

The following contracts were approved by the Employment Training Panel but terminated in 1985-86 prior to completion. The list includes a brief description of each contract and the reason for termination.

CARVALHO This new Siskiyou County firm agreed to train and hire 54 workers as electronic fabricators, calibration technicians, and welders to produce air and water purification devices. The company encountered delays in completing its financial package and never started training. Accordingly, the agreement was terminated.

CATERPILLAR TRACTOR CO. The San Leandro plant which manufactured fuel system components for this company laid off its workforce and closed in 1985. This project was to retrain 100 of those workers for jobs in small and medium-sized machining and assembly companies in the area. Alameda County Training and Employment Board, who administered the contract, stated that the project was not needed.

GENERAL DYNAMICS This San Diego aerospace firm planned to train 260 workers in computer-assisted drafting. The project was terminated because the company decided to retrain engineers, not drafters, and to eliminate many drafting jobs.

GOELITZ A candymaking firm that relocated to Fairfield planned to retrain 34 employees in production skills needed to operate newly-installed equipment. However, the successful transfer from Oakland of more employees than expected eliminated the need for training.

INDUSTRY EDUCATION COUNCIL This letter of intention establishes a procedure for the state council and 30 local councils to work with the Panel to develop training programs.

APPLIED MAGNETICS A Santa Barbara County manufacturer of magnetic recording heads planned to retrain 215 employees to produce a new product line. However, the slump in the electronics industry caused the company to terminate the contract.

LA COOPERATIVA MASTER II This master agreement to retrain farm and cannery workers and other cyclically unemployed workers was terminated when the consortium of training agencies elected to withdraw from the contract.

LOS ANGELES IBEW-NECA Electricians were to be trained in high-technology skills but the contractor could not meet the terms of the agreement and terminated the contract.

NORTHRIDGE (CALIFORNIA STATE UNIVERSITY) LETTER OF INTENTION Funds were set aside for a partnership among the Panel, CSUN, and the Los Angeles Private Industry Council to promote economic development through job training in Los Angeles.

KAYNE ANDERSON A small financial investment and tax planning company located in Century City, Kayne Anderson, switched to a fully integrated, multi-user software system designed especially for automating the operation of brokerage firms. This project was terminated when training was postponed by the employer.

MAXICARE A health maintenance organization, this company planned hire and train 78 new employees to process claims. The agreement was terminated at the request of the contractor.

PACESETTER SYSTEMS A medical devices manufacturer in Sylmar, Pacesetter terminated an agreement to train and hire 65 cleanroom assemblers and inspectors when it claimed dissatisfaction with the applicants referred by EDD and could not provide the training specified in the contract.

RAHN One of two American manufacturers of automobile air conditioner condensers for dealers and repair shops, Rahn expected to hire and train 20 assembler-welders for it expanding plant in Los Angeles. The agreement was terminated at the request of the contractor.

THATCHER GLASS A manufacturer of bottles for beverage firms, Thatcher planned to hire and train 30 technicians in Saugus. Training did not begin because the company went out of business.

PROTEUS KEISER SPORTS A Fresno-based manufacturer of exercise and weight-lifting equipment, this company trained 20 workers in various manufacturing occupations. However, the agreement was terminated because the company did not pay the wage stipulated in the contract.

SAN LUIS OBISPO ELECTRICIANS Many work sites now have data terminals, sophisticated electronic programmable controllers and other devices which require specialized skills for installation and maintenance. The San Luis Obispo County JATC planned to train 45 electricians for this work. Training was cancelled when the contractor determined sufficient work was available for workers in skill areas for which they were already trained.

SOUTHLAND CORP. 86 truck drivers and administrative clerks were to be trained to staff a new west coast distribution center in San Bernardino for this firm's 7,000 7-Eleven outlets. The company terminated the agreement because it was able to hire experienced personnel in the area who did not meet Panel eligibility.

TECHNOLOGY EXCHANGE CENTER LETTER OF INTENTION This commitment of funds was made to ease shortages of trained labor in Orange County.

ALLTIME 62 unemployed workers were to be trained and hired as watch repairers. Training never began because the company went out of business.

PACIFIC STEREO II A second project with this supplier of home entertainment and service projects was terminated because the company went out of business.

CHAPTER FIVE

The Employment Training Panel is charged by statute with administering a new type of job training program funded through the unemployment insurance system. Because of the unique features of the program, a number of significant issues have been raised concerning the Panel in the last year. Those issues are examined in this chapter.

Expenditure Plans

The Employment Training Tax which the Panel administers amounts to one-tenth of one percent of taxable wages paid by employers with positive reserves in their unemployment insurance accounts up to a total of $55 million a year. Those funds earn interest which also is available to the Panel. In addition, funds unspent in one fiscal year can be carried over into the next fiscal year. Funds which are committed to training contracts in one year and not spent at the end of the training contract are available for expenditure at the start of the next fiscal year.

In February, 1986, the Panel voted unanimously to sponsor legislation to return $20 million from its 1985-86 appropriation to the Unemployment Insurance Fund. The Panel proposal was amended into SB 1997 by Senator Bill Greene and was subsequently enacted as Chapter 1206 of the Statutes of 1986.

The $20 million returned to the Unemployment Insurance Fund represents an amount equal to the amount of unspent administrative funds that have been carried over in the Panel's account since 1983. One of the principal reasons the Panel has unspent funds to return to the Unemployment Insurance Fund is that it has placed tight and prudent controls on its own administrative costs. The law provides that the Panel may spend up to 15 percent of the amount in the Employment Training Fund for administrative costs. In fact, the Panel has spent less than five percent for administrative costs. Since 1983, the difference amounts to approximately $20 million.

Excess funds were available because since it was created in 1983, the Panel has assiduously maintained the integrity of the funds and the program entrusted to it. The Panel is responsible for employer tax funds that are a part of the unemployment insurance system. By law, those funds must be spent for job training that puts people to work so that workers can support themselves and their families, and so that business can be more productive and competitive. The Panel never has sought to play the traditional bureaucratic role of spending every last dollar just because it was there.

Spending money in and of itself does not help people and it does not help business unless that spending puts people to work doing jobs that business needs done. The law under which the Panel operates sets tough but attainable standards that are the only meaningful measures of the effectiveness of the Panel.

Except for the $20 million that was returned to the Unemployment Insurance Fund, the Panel allocated all other funds available to it in the 1985-86 fiscal year. Table II-A shows the expenditure history of the Panel.

The demand for training funds is increasing. Table V-A shows monthly allocations of training funds by the Panel from July 1985 through October 1986. Allocations have been made at a faster rate in the 1986-87 fiscal year than at any time in the past. Table V-B lists the training contracts that have been approved by the Panel in the first four months of the 1986-87 fiscal year. On November 1, 1986, less than half of the $89 million available for training in the 1986-87 fiscal year remained to be allocated.

Measurements of Effectiveness

Measures of effectiveness traditionally applied to government training programs do not fully reflect the goals and the structure of the Employment Training Panel. Accordingly, in 1983, the Panel set this standard for evaluation:

The primary measures of the effectiveness of the Panel shall be its success in:

1. Satisfying the demands of business for well trained, skilled workers; and

2. Putting the maximum number of eligible participants to work by insuring efficient operation of training programs and the availability of jobs for all those who successfully complete training.

A more traditional method of measuring effectiveness has been to compare planned performance to actual performance by determining whether contractors enroll, place and retain as many trainees as they planned at the start of their contracts. By such a measure, there are significant variations between plans and subsequent results for many Panel training contracts. However, there are good reasons why contractors do not meet the full expectations of their contracts. The needs of the employer or employers for whom training is provided may change. There may be a downturn in sales. The new equipment for which people were to be trained may not arrive on schedule or it may not operate properly.

Under the statute by which the Panel operates, when the need for training changes, the Panel training changes too. One of the strengths of the Panel program is that it reacts to market forces, not fixed plans. Often, employers themselves cannot predict accurately what their own manpower needs will be very far into the future. Because all Panel payments are tied to the job at the end of training, when the number of job openings changes, the Panel's plans for training change too.

Another traditional measure of the success of training programs is placement rates. Placement rates have been calculated as a measure of how much value in terms of people placed in jobs is received for every dollar spent on training. For example, in traditional programs, a contract could be written for $100,000 to train 60 people. Sixty people are enrolled and 50 complete the training. If 40 go to work, that is a 67 percent placement rate and a cost per placement of $2,500. If 25 go to work, that is a 42 percent placement rate and a cost per placement of $4,000. As the placement rate goes down, the value received for each dollar spent goes down.

The Panel's performance contract works differently. The Panel may write a contract for $100,000, but by law, those funds can be paid out only on the basis of placement in the job for which the training was provided plus retention in that job for at least 90 days after the end of training. If the Panel contract plans for 60 people to be enrolled and 40 to be placed, the contract will provide for payment of $2,500 per person trained, hired and retained on the job for which they were trained, for at least 90 days after the end of training. If the contractor's plans change, or the number of jobs changes, by law, the Panel's payments change as well. From the standpoint of value received for every dollar spent, it does not matter whether the contractor enrolls one person or 60 people; places one person or 40 people. For every person placed for more than 90 days, the Panel will pay $2,500. The Panel always receives 100 percent value on its money spent.

Disencumbrance of Training Funds

Because Panel contracts are flexible and market-oriented, they change with the change of circumstances. On many occasions, the total dollar amount of every contract is not spent. Therefore, these unspent funds are disencumbered. Under current law, those disencumbered funds are made available for reallocation by the Panel in new training contracts at the start of the next fiscal year following their disencumbrance. In the 1985-86 fiscal year, the Panel had $27 million in such disencumbered funds.

Unspent funds are returned to the state in many government programs. The Panel's challenge is to reduce the level of disencumbrances and increase the percentage of funds for which it receives 100 percent performance as measured by retention on the job after training. The Panel will work to achieve a better balance between sometimes optimistic plans by contractors and more realistic expectations while at the same time preserving the flexibility and the integrity of the market orientation of the program.

Marketing

In the past four years, the Panel has used a variety of techniques to inform business and labor about the services the Panel has to offer. Even though its services are unique, the Panel decided early in its existence to work through existing agencies that shared its goals.

The Panel has approved a series of formal working relationships with outside organizations. These working relationships were based on interagency agreements or documents called master contracts and letters of intention.

The Panel has entered into interagency marketing agreements with three other state departments. Those departments are the Department of Commerce, the Chancellors Office of the California Community Colleges, and the Department of Education.

Under the interagency agreement with the Department of Commerce the Panel and the department are working together to assist firms locating or expanding business operations in California. Panel training funds have been recognized since the Panel's beginning as an important economic development tool.

Another interagency agreement allows adult schools, regional occupational programs and centers, and private post-secondary institutions to work with the Panel through the State Department of Education. Staff under contract to the Department works with these training providers to identify employers in need of trained workers and then helps the training agency and the employer package their training proposal for Panel consideration. This relationship has proven especially beneficial in helping rural and non-metropolitan area employers and small businesses gain access and benefits from the program.

The Panel entered into an interagency agreement with the Chancellors Office of the California Community Colleges in 1984. The agreement was renewed for fiscal year 1985-86. The purpose of the Agreement was to enable the Chancellors Office to encourage Community Colleges not already participating in the Employment Training Panel program to do so.

During the first three years of operation, the Panel maintained experimental master contracts with some outside organizations. This vehicle encumbered funds to allow for contract planning and development and helped establish programs with employers and in community colleges. However, the fixed period of a master contract was not flexible enough to meet the needs of contractors or the Panel and the Panel has ended the use of master contracts, substituting, where appropriate, letters of intention.

The letter of intention is an effective means for establishing a solid working relationship between the Panel and organizations that serve workers and employers in the job training field. The letter sets forth how the parties will work together, but does not require that money be encumbered in advance of actual project development. This has allowed organizations including colleges, universities, employers and employer groups, business-labor councils, economic development organizations, labor unions and cities to help workers and business learn about the Panel.

Panel members and staff also engage in extensive direct marketing. The Panel staff has developed systems to identify new and emerging businesses and existing businesses that will undergo substantial changeovers because of deregulation, product changes, automation, equipment modifications, or other factors that could make a productive, long-term work force obsolete.

To assist in this effort, the Panel is exploring new approaches to marketing by seeking to contract with appropriate entities that will work to increase the Panel's outreach to business and labor in California. These outreach efforts will be conducted on both a statewide and local basis and include outreach to small and minority-owned businesses.

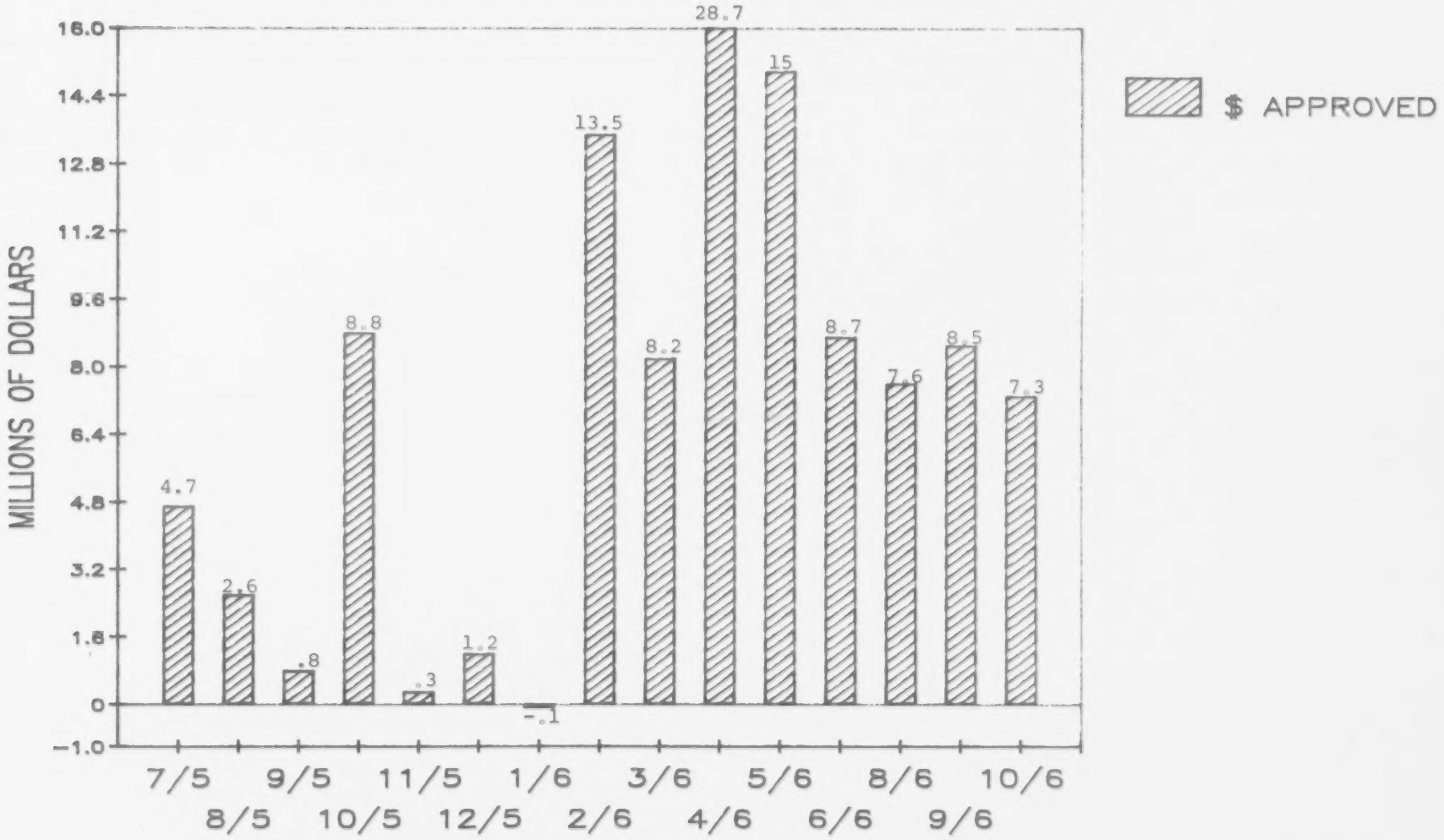
TABLE V-A

FUNDS ENCUMBERED AND FUNDS AUTHORIZED FOR ENCUMBRANCE-FISCAL YEAR 1986-87

Employer or School	Project	Contract Amount
Adohr Farms	Sales Automation	$42,000
Altus Corporation	System Management and Operation	$42,626
Amex Systems	Production and Controls	$163,999
Anderson Pump Company	Cross Training	$37,500
ARCO Solar, Inc.	Packaging Operators	$147,380
Bank of America	International Banking	$67,200
Bank of California	Loan Automation	($283,498)
Bank of the West	Sales Retraining	$252,900
BECO Dairy, Inc.	Service Employees	($120,000)
Burroughs Corporation	Computer-Aided Design	$574,390
Calif. Ag. Aircraft Assoc.	Aerial Applicators	$577,130
Calmar, Inc.	MRP Training	$182,400
Career Planning Center	Broker's Assistants	$192,500
Chancellor's Office Bakersfield	Automotive	$54,912
City Federal Savings	Sales Retraining	$41,400
Clovis Adult School	Vendo Manufacturing	$2,320,800
Continental Housing	Production Training	$134,900
Continental RPVs	Radio Controlled Planes	$54,000
Conner Peripherals	Manufacturing Skills	$281,250
Contra Costa ROP	Office Automation	$567,000
Contract Manufacturing	Electronic Assembly	$67,500
Control Data Corp.	Watts Automation and Computer Training	$1,350,000
Corporate Medical Management	Claims Automation	$45,150
Denny's	Food Service	$244,400
East Bay Painters	Wallcovering Training	$42,000
ETP EDC Costco	Forklift Operators	($157,859)
ETP EDC Hawthorn Lift	Forklift Service Technicians	($43,960)
ETP EDC Limited Plastics	Molding Technicians	($45,160)
ETP EDC Sierra Pacific Ind.	Turbine Operators	($170,064)
Exide Corp./UAW	Battery Production	$133,400
Ford Aeronutronics	MRP Training	$277,160
General Motors/UAW	Van Nuys Automobile Assembly Retraining	$19,998,500
Glen Slaughter Assoc.	Claims Specialists	$601,500
Handyman Corp.	Point of Sale Automation	$601,645
Harry Kahn Associates	Technical Writers	$50,950
Heublein Wines	Automation	$60,000
Hibernia Bank	Branch Staff Retraining	$205,735
Hughes Aircraft Co.	Support Staff	$507,000
Imperial Corporation	Software Applications	$247,188
Imperial Cup Company	Manufacturing Skills	$192,150
Intel Corporation	Operator Retraining	$875,000
International Fabricators	Pipe Manufacturing	($73,470)
Kerker Manufacturing	Quality Control Training	$53,900
Lockheed Corporation	ADA Software Training	$246,400
Madera Valley Bank	Customer Service Representatives	$64,400
Mangano Construction	Design Automation	($19,422)
MDT Corporation	MRP Training	$73,900
Mercury Typography	Typesetting Automation	$52,250

Employer or School	Project	Contract Amount
MTI College	Computer Assisted Design and Drafting	$35,550
National Semiconductor	Sales Training	($303,000)
Nissan Motor Company	Parts Distribution	$668,750
Northern Telecom	Manufacturing and Test Technician Training	$972,500
Pacific Bell/CWA	Information Systems Organization Training	$336,000
Pacific Bell/CWA	Facility Assignment Administrator Training	$985,250
Payless Drug Stores	Warehouse Workers	$240,000
Pic 'N' Save	Ass't Manager Training	$837,600
PSA, Inc.	Maintenance and Service	$2,674,350
R & M Food Service	Administrative Automation	$62,700
Read-Rite Corporation	Electronic Manufacture	$220,990
Rockwell Corporation	Artificial Intelligence Purchasing Automation	$752,500
Sacramento ROP	Automotive Repair	$40,800
San Francisco IBEW	Programmable Controls	$90,000
San Jose Mercury News	Automated Distribution	$89,400
San Mateo Adult School	Office Automation	$46,400
Science Applications	Computer Training	$96,000
SDE Valley Office Automation	Office Automation	$70,200
Security Pacific Bank	Personal Computer Training	$27,500
Sheet Metal Workers, Local #162, Modesto	Sheet Metal Welding	$36,000
Sheet Metal Workers, Local #162, Modesto	Electrician's Welding	$24,000
Fresno Sheet Metal, Local #162	Sheet Metal Welding	$90,000
Sierra Joint Union HS	Office Automation	$14,400
Sierra Pacific Industries	Millworkers	$140,040
Slakey Brothers, Inc.	Office Automation	$183,700
Thrifty Drug Stores	Asst. Manager Training	$500,000
Tokai Bank	Administrative and Operations Automation	$471,250
Tranquillity HS Dist.	Agricultural Welding	$69,336
United Airlines	Maintenance and Service	$2,442,500
Ventura County Small & Minority Business	Varied	$2,000,000
Work Force, Inc.	Welding and Assembly	$92,740
Yakima Products	Manufacturing Skills	$62,100
BLC Kaiser Permanente Amendment		$62,895
Carter Hawley Hale II Amendment		$267,750
Coen Company Amendment		$13,720
Northern Telecom Amendment		$20,000
Gold Coast Technology Exchange Center Amendment		$81,294
Gold Coast Technology Exchange Center Amendment		$217,750
Grace Home Center Amendment		$3,793,160
Grossmont Community College Amendment		$51,678
San Francisco NTMA Amendment		$408,500
San Joaquin JATC Amendment		$14,400
Teledyne Ryan Aeronautics Amendment		$117,660
Yuba Community College Amendment		$61,600
		$51,205,823

APPROVED CONTRACT AMOUNTS BY MONTH JULY 1985 THROUGH OCTOBER 1986



CONTRACT AMOUNTS AUTHORIZED FOR ENCUMBRANCE AT ETP MEETINGS